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## **The Influence Of Transformational Leadership And Work Environment On Performance With Motivation As A Mediating**

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### **ARTICLE INFO**

#### **Article history :**

**Received:**

24 September 2025

**Revised:**

27 Maret 2026

**Accepted:**

11 April 2026

### **ABSTRACT**

This study aims to explore the influence of transformational leadership and work environment on employee performance with motivation as a mediating variable at PT. Marhum Roda Mas Abadi. This study uses a quantitative approach with interviews and questionnaires distributed to company employees as the main data collection instruments. Data analysis uses path analysis techniques with a second-order confirmatory approach to test the relationship between variables. The analysis method used is partial least squares (PLS) using the SmartPLS 4.0 program. The population consists of employees of PT. Marhum Roda Mas Abadi, while the sample for this study consists of 203 permanent employees selected using purposive sampling with the criteria of permanent employees who are directly affected by transformational leadership without involving outsourcing and manual labourers. The validity test used Average Variance Extracted (AVE) and the reliability test was conducted by calculating Cronbach's Alpha and Composite Reliability (CR) values. This study shows that transformational leadership and work environment have a positive effect on performance, and transformational leadership and work environment also affect motivation. This study provides evidence that there is a mediating role of Motivation in the relationship between Transformational Leadership, Work Environment and Performance.

**Keywords:** Transformational Leadership; Work Environment; Performance; Motivation

## INTRODUCTION

Amid the growing challenges of globalization and economic rivalry, the success of a company is largely shaped by employee performance. PT. Marhum Rodamas Abadi is a company that focuses on the trade and distribution of goods, particularly in the wholesale food and daily necessities category. As part of the general line grocery merchant wholesalers, the company is involved in buying and selling activities as well as the distribution of food products and basic necessities. Human resource management is a field within the organizational structure; it is the company's effort to manage and utilize its human resources to their fullest potential, as all employees can become competent, with the most influential factor being work motivation. According to (Arini, 2023), many employees are not motivated in their work environment, which has a negative influence to performance and productivity. This indicates that there is an important need to understand the aspects that influence employee motivation and performance, as well as the direct relationship between leadership and the work environment. Therefore, The study aims to fill a gap in existing research on how transformational leadership and the work environment relate to employee performance.

Motivation is important factor that influences performance, as supported a study carried out by (Raflianto & Laily, 2020) which states that motivation has a positive and significant influence to employee performance, meaning that higher motivation at employees, the higher their performance. Performance-related issues are always a challenge for company management. For that reason, managers should be aware of the various influences on employee performance. Based on these factors, management can formulate the best policies to improve employee performance in line with company expectations.

PT. Marhum Rodamas Abadi has serious challenges in improving employee performance. According to an article written by (Budi Santoso, 2022) on the website [linggaupos.co.id](http://linggaupos.co.id), one of the issues is a case of embezzlement by a salesperson who manipulated invoice receipts by creating fake receipts to embezzle company funds. This case not only caused financial losses but also indicated weaknesses in the company's internal oversight and control systems, which could negatively impact employee motivation and performance. The preliminary survey results indicate that there is still a lack of communication between supervisors and employees, as well as a lack of support and praise in the form of rewards for employees, which has led to a decline in work enthusiasm. In addition to these issues, there is another gap from previous research, namely a lack of focus on the interaction between leadership, work environment, and motivation. According to (Dewanti et al., 2022) performance can be influenced by the work environment. However, Dewanti did not consider motivation in depth, so the research to be conducted by the researcher aims to complement and improve these limitations by analyzing how motivation can mediate the relationship between transformational leadership and the work environment to the performance of employees at PT. Marhum Rodamas Abadi.

Employee performance is result of interaction on various factors, including leadership, work environment, and motivation. According to (Efendi & Hardiyanto, 2021) the work environment and leadership have a beneficial effects to performance. Thus research points out the importance of examining how diverse elements interact to

impact performance. According to (Ruth Silaen et al., 2021) employee performance is output obtained by individuals when carrying out their assigned responsibilities. According to the book written by (Khaeruman, 2021) performance is also referred to as the achievement of targets completed within a certain period of time consistent with assigned functions and obligations. According to performance theory (Robbins, 2007), performance is influenced on internal and external factors, including workplace support and leadership style. According to (Armstrong & Taylor, 2014), many factors influence performance, including leadership, work environment, and motivation. Performance explains how well a company achieves its established goals and objectives. Employee performance, as a dependent variable, is related to other variables, where motivation serves as the primary driver for employees to achieve optimal performance, while a good work environment and transformational leadership act as external factors that facilitate performance.

Developing and motivating employees for achieve a common goal is the orientation of transformational leadership. According to (Darmawan, 2023), employee performance and motivation in the workplace are positively influenced by transformational leadership. This finding clarifies that leaders can enhance employee engagement by inspiring and articulating clear goals. Consistent with a study carried out by (samauna et.al, 2022), it emphasizes how transformational leadership and teachers' motivation for their work positively correlate to demonstrate the adaptability of this leadership style.

According to Bass and Avolio (1993) in (Hyland & Caputo, 2018), the theory of transformational leadership states that transformational leadership contributes to employee performance by increasing empowerment, motivation, and commitment to organizational goals. Transformational leadership is also related to employee work motivation. Through leadership dimensions, supervisors can enhance subordinates' work enthusiasm and support them in achieving good results. This motivation can serve as an intermediary factor linking leadership style to improved employee performance. In correlation between transformational leadership and employee performance, (Bass & Riggio, 2006) suggests that through employee motivation and empowerment, transformational leaders can enhance their employees' performance.

Many physical and psychological elements in the workplace affect how well employees function. (Gultom et al., 2021) indicate that an efficient workplace atmosphere is able to improve employee performance, highlighting factors such as physical comfort and inter-employee relationships as significant contributors to productivity. (Rosminah, 2021) states that everything in the workplace, including physical features like lighting and spatial layout, is considered part of the work environment. Meanwhile, interpersonal bonds among employees are akin to a non-physical environment. Thus, employee

performance will improve, further promoting a positive work environment, standardized workloads, and a beneficial work culture. Since workers who feel supported and comfortable at work are supportive workplace atmosphere can boost employee motivation, making them more likely to perform effectively. This can also enhance comfort and enable employees to work successfully and appropriately.

Motivation functions as an ability that directs both employees and organizations toward success, satisfying employee needs while optimizing organizational objectives.

Motivation in this research is intended as a driving force; therefore, motivation in this study focuses on the desires that exist within oneself that can mobilize actions that lead to efforts to achieve what is desired. Factors such as individual needs, expectations, and incentives can influence a person's level of motivation. Referring to this definition, it can be explained that motivation can be the reason someone does a job as an effort to meet the needs of employees. It is also a psychological process within individuals but can also be based on sincerity or persistence in activities. (Mathori et al., 2022) state that Motivation serves as the inner force that encourages individuals to exert effort and engage in activities to achieve their objectives. Furthermore, according to research (Johanis D. Kale et al., 2023), motivation is the ability to direct employees within an organization toward achieving the company's goals or the employees' desires.

Employee performance, the workplace, and transformational leadership are all interconnected by motivation, which is the desire to change oneself to achieve goals. According to Self-Determination Theory (Deci & Ryan, 1985), the environment and leadership influence individual motivation, thereby impacting performance through intrinsic and extrinsic motivation. Within Self-Determination Theory, the importance of fulfilling competence, relatedness, and autonomy is strongly emphasized, in enhancing an individual's intrinsic motivation. When individuals feel competent, have good social relationships, and are given freedom in their work

## **THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES**

### **The impact of Transformational leadership on employee performance**

Transformational leadership has found to have a significant positive influence to employee performance (Mintarti et al., 2020). Multiple studies show that transformational leadership positively and significantly impacts employee productivity. According to (Afifah, 2022), transformational leadership significantly and beneficially influences workers' work habits. Gaining more self-confidence can increase output, which in turn inspires workers to perform better than usual. Employee workforce and transformational leadership may be related, according to some studies. For example, observations by (Srilestari & Indriyaningrum, 2023) and studies by (Roisyah & Viyani, 2024) These indicate that transformational leadership contributes positively and significantly to work.

H1: It is hypothesized that transformational leadership influence employee performance.

### **The impact of Work environment on employee performance**

Kasmiati and Herman Jelatu revealed that employee performance is greatly and positively shaped by the work environment. Performance and work environment are closely related, according to (Nabawi, 2019). Meanwhile, research (Nurhidayah, 2018) explains how employee performance is significantly impacted by the performance. The findings on study by (Gultom et al., 2021) present that the workplace has a positive impacts to performance and that managers have a responsibility to manage their workplaces to ensure that employee performance meets targets. Additionally, a study by (Khairiah & Revida, 2024) shows that an unfavorable workplace environment can affect worker productivity. This is demonstrated by the absence of facilities that can hinder productivity and the presence of workers who struggle to complete their tasks.

H2: It is hypothesized that the work environment influences employee performance.

### **The impact of Motivation on performance**

According to research (Faishal Rasyid Ardi et al., 2024), these results exert a meaningful and positive impact to the performance of daily freelance workers at the Pasuruan City Communication and Information Agency. According to another research finding, internal and extrinsic motivation significantly and beneficially influence employee performance (Nusantara, 2024). This implies that motivated employees are more enthusiastic and may perform better. Past studies by scholars have examined how motivation influences performance. (Wulandari & Bagia, 2020), The findings show that Motivation significantly impacts performance, as employees perform better when motivated.

H3: It is hypothesized that motivation influences performance.

### **The influence of transformational leadership on motivation**

Referring to observations (Rizqi et al., 2016), transformational leadership has a beneficial but insignificant impact to motivation in workplace. However, transformational leadership was found to have little impact on motivation, but it has been proven effective in boosting employee performance (Johan et al., 2018). This implies that the more transformational leadership there is, the more motivated employees become. Similarly, research (Kartawidjaja, 2020) shows that the results of transformational leadership increase motivation influenced by other factors. Thus, motivation also gives someone enthusiasm and drive to work, and The performance of individuals is determined by the level of their work motivation.

H4: It is hypothesized that there is an influence of transformational leadership on motivation

### **The influence of the work environment on motivation**

The work environment has a significant positive impact to motivation, according to (Prakoso et al., 2014), who show that the strength and influence of the work environment

can increase motivation. Based on a different study by (Andriyani et al., 2020), work environment exerts strong and beneficial influence on employee performance. A workplace that makes employees feel safe and comfortable can help them become more motivated to fulfill their responsibilities. Study by (Ramdhona et al., 2022), findings indicate that work motivation is shaped by environmental factors, suggesting that the workplace can be a key element in fostering work motivation. (Purnamasari, 2021) concluded that employee motivation is impacted by and enhanced by the work environment.

H5: It is hypothesized that the work environment influences motivation.

### **The influence of transformational leadership on performance through motivation as a mediator**

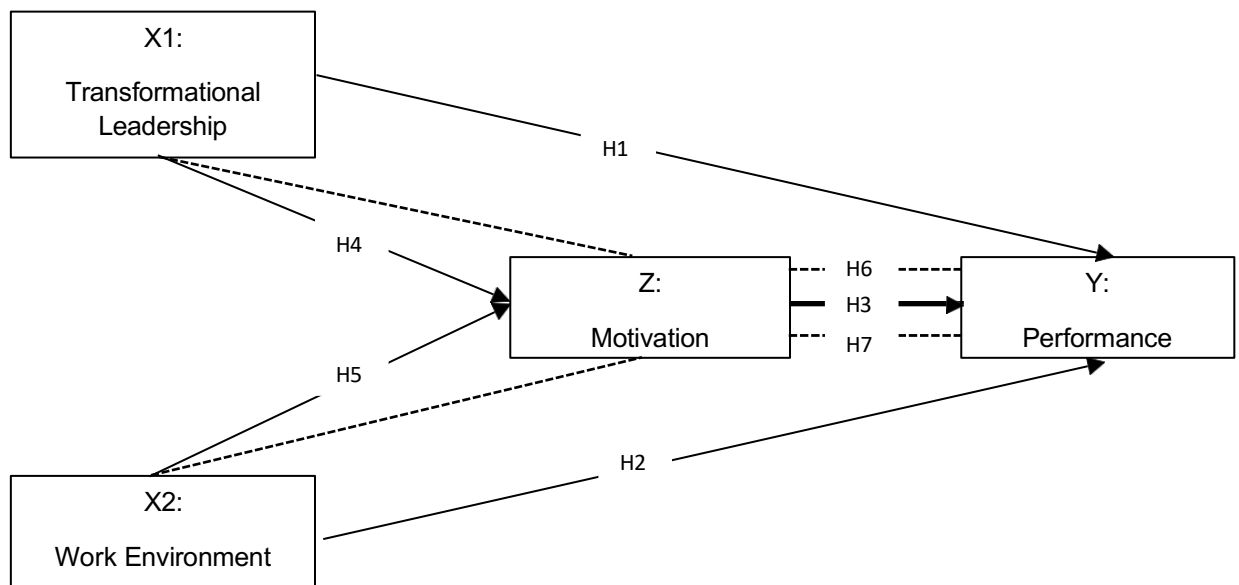
Thus trust, admiration, commitment, and gratitude that employees have toward their leaders who practice transformational leadership inspire them to achieve their goals, and transformational leaders encourage them so that they understand the importance of their goals at work and grow to care about their company. In their research, (Noor, 2021) found that transformational leadership significantly influences employee motivation at work. According to (Rio Martha et al., 2020), motivation effectively mediates the connection between transformational leadership style and employee performance. Research demonstrates that transformational leadership lacks strong direct impact to employee performance, motivation can influence employee performance through its mediating role. Since it can create a strong sense of motivation within the organization, employees highly value the relationship between leaders and staff.

H6: It is hypothesized that transformational leadership influences performance through motivation.

### **The influence of the work environment on performance through motivation as a mediator**

Higher levels of positive motivation lead to improved employee performance, according to research (Moulana et al., 2015), which indicates that a supportive and pleasant work environment affects employee motivation, encouraging them to enhance both the quality and quantity of their tasks for greater effectiveness and efficiency. Referring to research (Purnamasari, 2021), employee performance is impact the work environment mediated by motivation. More positive motivation will result from favorable working conditions. Employee performance can also impact how well the tasks assigned to them are completed if it improves.

H7: It is hypothesized that there is an influence of the work environment on performance through motivation.



**Figure 1 Research Framework**

## RESEARCH METHODS

The researchers used quantitative strategies in this study, focusing on testing theories through the measurement of variables that collect numerical data for statistical analysis to address the research questions and assess the significance of the proposed hypotheses. Performance is dependent variable, motivation is mediating variable, and transformational leadership and workplace are the independent variables. Interviews and questionnaires were used as data collection strategies. In this research, researchers collected preliminary research data from many employees through informal interviews using structured questions that were compiled and prepared, while questionnaires were used to measure variables in the study using questionnaires distributed to employees of PT. Marhum Rodamas Abadi based on statements that had been compiled. Purposive sampling was used with the criteria of permanent employees directly affected by transformational leadership without involving outsourcing and manual laborers. The measurement of questions and statements on the questionnaire was conducted using the Likert scale (Chang, 1994) which was structured as follows: (6) strongly agree, (5) agree, (4) somewhat agree, (3) somewhat disagree, (2) disagree, and (1) strongly disagree.

This research was conducted at PT. Marhum Rodamas Abadi, located in Lubuklinggau City and Bengkulu City. All employees of PT. Marhum Rodamas Abadi constituted the general population of the study. The sampling methodology employed was a modified version of probability sampling, specifically a purposive sampling technique based on specific criteria. The rules used for this study were employees of PT. Marhum Rodamas Abadi who have a direct affiliation with the company. A total of 203 respondents were sampled. Path analysis was used to analyze the data with the structural modeling

method, commonly referred to as SEM, employing a second-order confirmatory approach. The analysis used in this research was the measurement model (outer model), validity testing using AVE, discriminant validity testing using Cross Loading, and reliability testing by calculating Cronbach's Alpha and Composite Reliability (CR). The second measurement uses a structural model (inner model) with an to find out if the independent factors affect the dependent variables, use the  $R^2$  test. This final measurement is hypothesis testing using two analyses, namely direct effect analysis with path coefficient testing and probability/significance (P-value) testing. Indirect effect analysis using SmartPLS, with bootstrapping results in the indirect impact column used for analysis. This test aims to ensure that the mediation effect is significant and contributes to the overall relationship between variables in the research model.

**Table 1 Variables Measurement**

Variables	Codes	Statements
Transformational Leadership or Kepemimpinan Transformasional (KT)	KT 1	The leader can be a role model in actions and attitudes
	KT 2	The leader demonstrates high integrity in decision-making
	KT 3	The leader clearly and inspiringly communicates the organizational vision
	KT 4	The leader effectively communicates work goals to all employees.
	KT 5	The leader encourages the team to think creatively and innovatively while working
	KT 6	The leader gives employees freedom to express ideas and perspectives
	KT 7	The leader provides direct support and communication based on employee needs
	KT 8	The leader provides feedback that supports employee self-development.
Work Environment or Lingkungan Kerja (LK)	LK 1	My work environment is clean and comfortable, which supports focus while working
	LK 2	The lighting in the work area is adequate according to standards for comfort and efficiency
	LK3	The room temperature in the workplace is comfortable (not too hot/cold) during work
	LK 4	Supporting facilities (toilets, parking, prayer rooms, etc.) are well-maintained
	LK 5	I feel that I have a good relationship with my superiors regarding work
	LK 6	I have good relationships with my colleagues

	LK 7	Working hours are in accordance with the predetermined schedule
	LK 8	The company's welfare programs (health insurance) are adequate
	LK 9	The training provided by the company when I started working is relevant to the development of my work abilities
Performance or Kinerja (K)	K 1	I complete my work to the best of my ability according to the established standards
	K 2	I am able to plan and organize tasks systematically to meet targets
	K 3	I am able to prioritize work according to the urgency and importance of the tasks
	K 4	I improve my work skills to adapt to changes by separating the main issues from the secondary ones
	K 5	I complete my work efficiently (with minimal time and effort) without compromising the quality of the work.
	K 6	I am able to collaborate with colleagues to achieve the best results
	K 7	I accept and evaluate feedback from colleagues/superiors to
		improve my performance
	K 8	I take the initiative to complete tasks without waiting for instructions
	K 9	I continuously update my knowledge and skills
	K 10	I often find new ways to improve work effectiveness
	K 11	I am able to find solutions when facing problems in the workplace
	K 12	I strive to remain productive even under pressure or in difficult situations
	K 13	I communicate ideas/opinions clearly and effectively within the team
Motivation (M)	M 1	I don't feel pressured when working on job tasks
	M 2	I feel satisfied when I successfully achieve work targets
	M 3	I have freedom in making decisions about the work I do
	M 4	I am ready to take full responsibility for the decisions or tasks I choose
	M 5	The income I receive motivates me to work better

	M 6	I feel enthusiastic about getting a promotion at work
	M 7	I follow the rules, especially to avoid punishment or reprimands from my superiors

Source: Compiled by authors (2025)

## RESULTS AND DISCUSSIONS

There were 203 employees who served as respondents, taken from employees at PT. MRMA in Lubuklinggau City and Bengkulu City. The research was conducted over a period of one month and obtained 203 respondents using two distribution methods, namely Googleforms and hardcopy questionnaires. The majority of respondents were male, with 169 respondents (83%) and 34 female respondents (17%). This indicates that most of the roles filled by respondents are predominantly performed by men, particularly in the fields of distribution, sales, and logistics. Based on age, most respondents were in the younger age groups (<25 years and 26–35 years), which are generally considered productive, agile, and highly enthusiastic about work. Meanwhile, the proportion of respondents over 36 years old was relatively smaller, suggesting that the younger age group may have greater potential for adapting to changes and innovations. Based on length of service, most respondents (64%) have less than five years of service. This indicates a fairly high employee turnover rate, as well as a relatively dynamic organizational structure in terms of workforce composition.

**Table 2 Respondent Demographic**

No	Classification	Frequency	Percentage
1	<b>Position in the company</b>		
	Operations manager	17	8%
	Head of finance	8	4%
	Cashier	2	1%
	Warehouse manager	0	0%
	Tax administrator	1	0%
	Invoicing administrator	21	10%
	Accounting	1	0%
	Accounts receivable administrator	8	4%
	Claims administrator	21	10%
	Warehouse manager	6	3%
	Warehouse administrator	21	10%
	Administration	9	4%

	Warehouse checker	6	3%
	Delivery salesman	5	2%
	Operations supervisor	3	1%
	Sales CO	21	10%
	Sales order tracking	43	21%
	Sales canvas	35	17%
	Sales motorist	35	17%
	Salesman	21	10%
	Security guard	35	17%
<b>2</b>	<b>Gender</b>		
	Male	169	83%
	Female	34	17%
<b>3</b>	<b>Age</b>		
	<25 Years	89	44%
	26-35 Years	71	35%
	36-45 Years	31	15%
	>45 Years	12	6%
<b>4</b>	<b>Working period</b>		
	<5 Years	129	64%
	6-15 Years	56	28%
	>15 Years	18	9%

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Source: Developed by the author (2025)

### Outer model testing using Convergent Validity test

Loading Factor Value is derived from the outer loading, reflecting the correlation between an indicator and its construct. A correlation above 0.70 indicates validity, and 0.60 is acceptable. Results of Convergent Validity are shown in Table 3.

**Table 3 Outer Loading Results of Convergent Validity Test**

	Transformational Leadership	Performance	Work Environment	Motivation
<b>KT1</b>	0.938			
<b>KT2</b>	0.928			

<b>KT3</b>	0.881		
<b>KT4</b>	0.909		
<b>KT5</b>	0.902		
<b>KT6</b>	0.885		
<b>KT7</b>	0.837		
<b>KT8</b>	0.935		
<b>K1</b>		0.884	
<b>K2</b>		0.903	
<b>K3</b>		0.936	
<b>K4</b>		0.888	
<b>K5</b>		0.881	
<b>K6</b>		0.894	
<b>K7</b>		0.865	
<b>K8</b>		0.910	
<b>K9</b>		0.903	
<b>K 10</b>		0.920	
<b>K 11</b>		0.876	
<b>K 12</b>		0.889	
<b>K 13</b>		0.941	
<b>LK1</b>			0.938
<b>LK2</b>			0.862
<b>LK3</b>			0.933
<b>LK4</b>			0.873
<b>LK5</b>			0.937
<b>LK6</b>			0.895
<b>LK7</b>			0.730
<b>LK8</b>			0.912
<b>LK 9</b>			0.898
<b>M1</b>			0.865
<b>M2</b>			0.899

<b>M3</b>	0.914
<b>M4</b>	0.913
<b>M5</b>	0.906
<b>M6</b>	0.902
<b>M7</b>	0.903

Source: SmartPLS Output Processed by Researchers, 2025

The output of the loading factor test found the variables transformational leadership, work environment, performance, and motivation have values  $> 0.70$  loading factor, so all are considered valid. This indicates that the indicators or statements used successfully measure the correlation between the indicator or statement scores and their constructs or variables, thus supporting the construct validity of the measurement model.

The AVE results are summarized in Table 3. Variables are deemed valid if the AVE is above 0.5.

**Table 4 AVE Results Convergent Validity Test**

Average variance extracted (AVE)	
<b>Transformational Leadership</b>	0.815
<b>Performance</b>	0.809
<b>Work Environment</b>	0.790
<b>Motivation</b>	0.811

Source: Processed data (2025)

The AVE value for each variable is transformational leadership at 0.815, performance at 0.809, work environment at 0.790, and motivation at 0.811. All four variables have values  $\geq 0.50$ , indicating that all four variables meet the criteria for validity.

### Discriminant Validity

**Table 5 Fornell-Larcker Results of Discriminant Validity Test**

	Transformational Leadership	Performance	Work Environment	Motivation
<b>Transformational Leadership</b>	0.903			
<b>Performance</b>	0.960	0.900		
<b>Work Environment</b>	0.947	0.968		
<b>Motivation</b>	0.956	0.970	0.969	0.900

Source: Processed data (2025)

The Fornell-Larcker criterion in the table above explains that the AVE root value for the Transformational Leadership construct is 0.903, which is greater than the correlation with Performance (0.960), Work Environment (0.947), and Motivation (0.956). A similar condition also applies to the constructs of Performance, Work Environment, and Motivation, where the diagonal value (square root AVE) is always higher than the correlation values between constructs in the same row and column. It can be concluded that each research construct, namely Transformational Leadership, Performance, Work Environment, and Motivation, has met the discriminant validity requirements. This can be seen from the average variance extracted (AVE) square root value in each construct, which is greater when compared to correlation values between other constructs in the model.

### Construct Reliability

**Table 6 Composite Reliability**

	Cronbach's alpha	Composite reliability (rho_c)
<b>Transformational Leadership</b>	0.967	0.972
<b>Performance</b>	0.980	0.982
<b>Work Environment</b>	0.966	0.971
<b>Motivation</b>	0.961	0.968

Source: Processed data (2025)

A high Cronbach's alpha value shows that a construct or variable is measured reliably and consistently, ensuring validity in PLS analysis. Conversely, a low Cronbach's alpha suggests that the indicators are not sufficiently reliable and may require revision or replacement. Composite Reliability evaluates the consistency of indicators in latent constructs, with  $CR \geq 0.7$  considered sufficient for research purposes. The Cronbach's alpha results show that in Table 5, the Cronbach's Alpha value for the construct or variable of transformational leadership is 0.967, performance is 0.980, work environment is 0.966, and motivation is 0.961. All Cronbach's Alpha values are  $\geq 0.70$ , so all variables have good reliability. The composite reliability values show that the construct or variable for transformational leadership is 0.972, performance is 0.982, work environment is 0.971, and motivation is 0.968. All composite reliability values more than 0.70, indicating that all variables have good reliability.

**Table 7 Inner Model R Square (R2)**

Dependent Variable	R-Square	R-square adjusted
Performance	0.961	0.960
Motivation	0.953	0.953

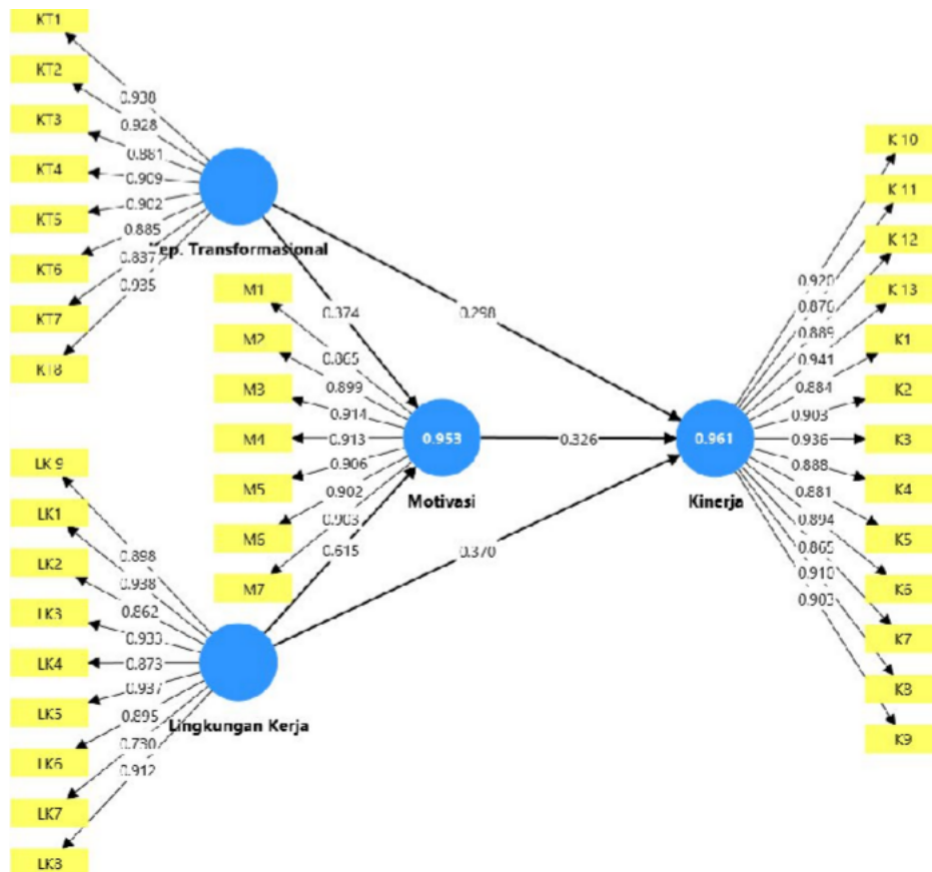
Source: Processed data (2025)

Analysis results show an R-Square of 0.961 for the performance variable, meaning 96,1% of its variation is explained by the independent variables, with the remaining 3,9% influenced by external factors. This indicates a very strong relationship. Similarly,

motivation has an R-Square of 0.953, showing 95,3% of its variation is explained by the model, while 4,7% is due to other factors, reflecting a strong relationship.

### Hypotheses Testing

Using Bootstrapping for hypothesis testing, the dataset is re-sampled to estimate path coefficients and standard errors. Findings are presented as t-values or p-values, and relationships are considered significant if  $p < 0.05$ . Figure 2 illustrates the structural model results



**Figure 2 The Results of Hypotheses Testing**

Source: Processed data (2025)

**Table 8 The Results of Hypotheses Testing**

Hypothesis	Effect Type	Relationship	Original sample (O)	Sample mean (M)	STDEV	T statistics ( O/STDEV )	P values2
H1	Direct Effect	Transformational Leadership -> Performance	0,298	0,306	0,091	3,288	0,001

H4	Direct Effect	Transformational Leadership -> Motivation	0,374	0,377	0,094	3,977	0,000
H2	Direct Effect	Work Environment -> Performance	0,370	0,366	0,122	3,043	0,002
H5	Direct Effect	Work Environment -> Motivation	0,615	0,611	0,093	6,617	0,000
H3	Direct Effect	Motivation -> Performance	0,326	0,322	0,134	2,441	0,015
H6	Indirect Effect	Transformational Leadership -> Motivation -> Performance	0,122	0,114	0,044	2,762	0,006
H7	Indirect Effect	Work Environment -> Motivation -> Performance	0,201	0,204	0,101	1,986	0,047

Source: Processed data (2025)

### Direct Effect Hypothesis Test Results

The path coefficient value in the original sample is 0.298, the t-statistic is 3.288, which is more than 1.969, and the p-value is 0.001, which is  $<0.05$ , indicating that the transformational leadership variable has a significant positive impact to the performance of PT. Marhum Roda Mas Abadi employees. Thus, the research hypothesis (H1) stating that “transformational leadership affects performance” is accepted. Next, the path coefficient in the original sample shows a value 0.374, with a t-statistic of 3.977, which is more than 1.969, and a p-value of 0.000, which is less than 0.05. indicating that the transformational leadership variable has a significant positive impact to the motivation, the research hypothesis (H2) stating that “transformational leadership affects motivation” is accepted. Furthermore, the path coefficient value in the original sample was 0.370, the t-statistic was 3.043, which was greater than 1.969, and the p-value was 0.002, which was less than 0.05, indicating that the work environment variable had a significant positive effect on performance. Thus, the research hypothesis (H3) stating that “the work environment influences performance” is accepted. The path coefficient value in the original sample is 0.615, the t-statistic is 6.617, which is greater than 1.969, and the p-value is 0.000, which is less than 0.05, indicating that the Work Environment variable has a significant positive influence on performance. Therefore, the research hypothesis (H4) stating that “the work environment influences motivation” is accepted. The path coefficient value in the original sample is 0.326, the t-statistic is 2.441, which is greater than 1.969, and the p-value is 0.015, which is less than 0.05, indicating that the work environment variable has a significant positive influence on performance. Thus, the research hypothesis (H5) stating that “motivation influences performance” is accepted (significant) because the t-statistic  $> 1.969$ , p-value  $< 0.05$ , and the path coefficient is positive (0.326).

### **Indirect Effect Hypothesis Test Results**

The results show that the path coefficient value in the original sample is 0.122, indicating that the t-statistic hypothesis test results indicate an indirect effect between the Transformational Leadership variable and employee performance through the Motivation variable is 2,762, which is greater than 1.969. Additionally, the p-value is  $0.006 < 0.05$ . These results indicate that the mediator variable does mediate the relationship. The research hypothesis (H6) stating that “motivation mediates the influence of transformational leadership on performance” is accepted. Since the direct relationship between transformational leadership and performance is also significant, work motivation acts as partial mediation, meaning that effective transformational leadership can increase employee work motivation, thereby contributing to improved performance. Leaders who can inspire, support, and encourage subordinates to reach their full potential will make employees more motivated to work well, thereby positively impacting their work outcomes. Furthermore, the path coefficient value in the original sample of 0.201 indicates that the t-statistic hypothesis test results indicate a significant direct effect between the Work Environment variable and employee performance through Motivation, which is 1.986, greater than 1.969. In addition, the p-value is  $0.047 < 0.05$ . Thus, the research hypothesis (H7) stating that “motivation mediates the influence to work environment on performance” is accepted. Since the direct relationship between work environment and performance is also significant, work motivation acts as partial mediation, in other words, Motivation amplifies the effect of the Work Environment on employee performance. The findings reveal that employee performance is significantly and positively affected by the Work Environment, mediated through Motivation.

### **CONCLUSION, SUGGESTION, AND LIMITATION**

Based on the research, transformational leadership is found to have a substantial effect on employee performance. This means that closer the relationship between leaders and employees, the greater the impact on employee performance. Leaders who can create a supportive work environment, provide the necessary training and guidance, and offer adequate support and resources directly and significantly influence improvements in employee performance because employees feel valued, motivated, and empowered to achieve organizational goals. Transformational leadership has a positive influence on motivation. Based on the above results, the influence of transformational leadership on work motivation can be seen from several aspects, such as improved performance, a more positive work environment, and employee skill development. Based on the results of this study, it is shown that the influence of the work environment on employee performance yields a statistical t-value of 3.043, indicating a direct positive influence. A supportive work environment can enhance employee performance, while an uncomfortable work environment can reduce employee performance.

The work environment has a significant effect on motivation, indicating that creating a good work environment for employees can increase their intrinsic motivation

to work well. Furthermore, according to the results of the data tested, motivation has a significant effect on performance, as evidenced by the improved performance of employees when they are motivated to work. Transformational leadership has a significant indirect effect on employee performance through motivation. Therefore, the better the relationship between leaders and employees, the provision of rewards, and the presence of career advancement opportunities, the more these factors can influence employee performance. This means that if transformational leadership is implemented effectively, accompanied by good motivation in the work environment, it will enhance employee performance. Finally, the work environment significantly influences employee performance through work motivation. This means that the presence of work motivation in the form of complete facilities and a good work environment enhances employee performance. P-values smaller than 0.05 findings suggest that Motivation enhances the effect of the Work Environment on performance, meaning that the Work Environment significantly improves employee performance through Motivation.

The suggestions that can be given are that management should continue to develop a transformational leadership style and improve working conditions in order to increase employee motivation and performance. The limited scope of the research to one company and the purposive sampling method are limitations that can be improved in future research by expanding the sample and data collection methods for more generalisable results. Further research is also recommended to explore other variables that may potentially influence employee performance.

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