

Research Article

Empowering Success: Exploring the Synergy Between Leadership, Motivation, and Work Environment

Ryani Dhyan Parashakti^{1*}, Dewi Maulidi²

^{1,2} Dian Nusantara University, Jakarta

Received: 07-10-2025; Accepted: 01-11-2025

Abstract

This study examines the individual and combined effects of transformational leadership, work motivation, and work environment on employee performance at PT Perusahaan Gas Negara Area Tangerang, a state-owned gas company in Indonesia. A quantitative causal associative design was used. This study provides empirical evidence on the relative contributions of leadership, motivation, and work context to performance in a critical utility setting, informing human resource development strategies that emphasize inspirational leadership practices, comprehensive motivation programs, and a supportive work environment. This article integrates established perspectives on leadership and motivation with operational indicators of the work environment in an under-examined organizational context in Indonesia, offering practical guidance for managers and policymakers in state-owned utilities. Managerial Implications: These findings highlight that managers at PT Perusahaan Gas Negara Area Tangerang should focus on strengthening transformational leadership practices through leadership development programs that emphasize vision, empathy, and innovation. The novelty of this study lies in its integrative approach, which simultaneously examines transformational leadership, work motivation, and the work environment as interrelated determinants of employee performance in Indonesia's state-owned energy sector, providing new empirical evidence from a context that has received limited scholarly attention.

Keywords: Transformational Leadership, Work Motivation, Work Environment, Employee Performance, Indonesia Gas Industry.

JEL Classification: M54, J24, O15

How to cite: Parashakti, R. D., Maulidi, D., (2025). Empowering Success: Exploring the Synergy Between Leadership, Motivation, and Work Environment, *Human Capital and Organizations (HCO)* 3(1), 28-38

Corresponding author: Ryani Dhyan Parashakti (ryaniparasakti@gmail.com)



This is an open-access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) international license.

1. Introduction

In the current era of rapid globalization and digital transformation, organizations face increasing pressure to maintain competitiveness and sustain high employee performance. Human resources are widely recognized as the most valuable asset, as their performance directly influences productivity, innovation, and service quality. However, many organizations, including state-owned enterprises in developing countries, continue to struggle with inconsistent performance outcomes due to leadership deficiencies, fluctuating motivation levels, and unsupportive work environments (Ghai & Dhiman, 2024; Hussain et al., 2024).

The energy sector is undergoing significant restructuring as it adapts to green transformation and technological shifts, demanding more agile leadership and motivated, high-performing employees (Ilyas et al., 2024; Suprpto & Safaria, 2024). Within this context, transformational leadership, work motivation, and a conducive work environment have emerged as critical determinants of employee performance, serving as the foundation for sustainable organizational excellence (Niati et al., 2022; Prawibowo & Prapanca, 2023).

Transformational leadership plays a central role in guiding employees toward achieving organizational goals by inspiring, motivating, and intellectually stimulating them. Unlike transactional leadership, which relies heavily on control and reward mechanisms, transformational leaders focus on creating a shared vision, fostering innovation, and encouraging employees to go beyond self-interest for the greater good of the organization (Putri & Renwarin, 2023)(Bass, 2000; Hussain et al., 2024). Empirical evidence consistently supports the positive relationship between transformational leadership and employee performance across industries and countries (Top et al., 2020; Raharjo et al., 2022). In Indonesia, this leadership style is highly relevant to state-owned enterprises facing dual challenges maintaining operational efficiency while meeting public service expectations. Leaders who apply transformational principles, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are more capable of enhancing job satisfaction, employee engagement, and ultimately, performance outcomes (Walean et al., 2022; Ardiansyah & Pasaribu, 2024). Thus, leadership effectiveness remains an indispensable element in driving organizational transformation and improving performance sustainability.

In addition to leadership, work motivation has long been considered a fundamental factor that influences employees' willingness to exert effort and maintain consistent performance. Motivation can be extrinsic driven by salary, promotion, and recognition or intrinsic, deriving from the satisfaction of achieving goals, learning, and contributing to meaningful work (Sudarmadi & Santosa, 2025)(Riyanto et al., 2021; Novitasari et al., 2022). Recent studies reveal that intrinsic motivation increasingly dominates, especially among millennial and Gen Z employees, who tend to prioritize flexibility, creativity, and purpose over financial incentives (Prawibowo & Prapanca, 2023). Research also suggests that motivation acts as a mediating variable between leadership and performance, meaning that even effective leaders must cultivate motivational climates to sustain high productivity (Pamungkas et al., 2022; Husain & Sumartik, 2023). In the energy sector, where job stress and workload are often high, motivation becomes a strategic necessity to prevent burnout and maintain commitment (Charli et al., 2023; Tongkachok et al., 2022). Consequently, understanding and enhancing motivational factors are essential for aligning employees' personal aspirations with organizational objectives.

The work environment, encompassing both physical and psychological aspects, is another vital determinant of employee performance. A supportive environment ensures adequate facilities, fair management practices, clear communication, and strong interpersonal relationships that foster satisfaction and engagement (Ghai & Dhiman, 2024; Suci et al., 2023). Studies confirm that an unfavorable work environment marked by poor ergonomics, safety issues, or interpersonal conflict can diminish employee motivation and performance even under strong leadership (Nugroho et al., 2020; Setiawan et al., 2022). Conversely, a positive environment enhances job satisfaction, strengthens teamwork, and improves organizational commitment (Yudika & Zain, 2025)(Ranuwirna et al., 2022; Bahiroh et al., 2022). For PT Perusahaan Gas Negara Area Tangerang, creating a safe, inclusive, and resourceful workplace is crucial, given its strategic role in the national energy supply chain. A well-designed work environment not only facilitates operational efficiency but also reinforces the motivational and leadership effects on performance, forming a synergistic triad that sustains long-term productivity.

PT Perusahaan Gas Negara Area Tangerang was chosen as the research object because it is a strategic unit of the state-owned energy company (BUMN) that plays a crucial role in distributing natural gas to industrial areas and households in Tangerang and its surrounding areas. The company faces significant challenges in maintaining operational efficiency amid digitalization, the green energy transition, and the high demand for public services. These conditions require strong

transformational leadership, sustainable work motivation, and a conducive work environment to ensure optimal employee performance. Furthermore, the limited empirical research on state-owned energy companies in Indonesia makes PGN Area Tangerang a relevant case study to fill the literature gap on factors influencing employee performance in this national strategic sector.

The novelty of this research lies in its holistic integration of transformational leadership, work motivation, and work environment as interrelated predictors of employee performance in a critical state-owned enterprise. Previous studies often treat these variables separately, overlooking their combined impact in high-stakes, resource-intensive industries. Moreover, by focusing on PT Perusahaan Gas Negara Area Tangerang, this study contributes original empirical evidence from Indonesia's energy sector. This area has received little scholarly attention despite its strategic economic importance. The research further advances the theoretical framework of human capital management by demonstrating how leadership style, motivation systems, and environmental conditions collectively shape employee outcomes. Ultimately, this study offers both theoretical enrichment and practical implications for enhancing human resource performance in the era of digital transformation and competencies.

2. Literature Review and Hypothesis

Literature Review

Transformational Leadership

Transformational leadership is one of the most influential leadership paradigms in organizational behavior, emphasizing the ability of leaders to inspire, motivate, and intellectually stimulate their subordinates to achieve beyond expected outcomes (Bass, 2000). This leadership style promotes trust, commitment, and innovation by positioning the leader as a visionary and role model (Top et al., 2020). Numerous empirical studies have demonstrated the significant positive relationship between transformational leadership and employee performance across industries. For example, Ghai and Dhiman (2024) found that transformational leadership enhances innovation and intrinsic motivation, which ultimately leads to higher employee productivity. Similarly, Hussain et al. (2024) emphasized that leaders who apply individualized consideration and inspirational motivation foster employees' emotional engagement and loyalty, which directly improve performance outcomes.

Work Motivation

Work motivation is a psychological process that drives individuals to perform tasks and achieve goals that satisfy their personal and professional needs. It can be classified into two main types: intrinsic motivation, which arises from internal satisfaction, and extrinsic motivation, which stems from external rewards such as salary and recognition (Riyanto et al., 2021). Research consistently shows that motivated employees demonstrate higher engagement, creativity, and resilience in achieving organizational objectives (Wulandari & Dara, 2023)(Novitasari et al., 2022). Charlie et al. (2023) found that both intrinsic and extrinsic motivators significantly increase employees' performance levels, particularly when organizations provide recognition, autonomy, and opportunities for personal growth. Similarly, Niati et al. (2022) found that work motivation enhances employee engagement, which in turn mediates the link between leadership and performance.

Work Environment

The work environment encompasses all physical, psychological, and social factors that affect how employees perform their duties. A supportive work environment ensures comfort, safety, adequate resources, and positive interpersonal relationships that contribute to job satisfaction and engagement (Yudika & Zain, 2025)(Ghai & Dhiman, 2024). A conducive environment not only reduces stress but also enhances creativity and collaboration among employees (Bahiroh et al., 2022). Nugroho et al. (2020) confirmed that an improved work environment both physical and non-physical significantly enhances employee productivity and organizational effectiveness. Similarly, Setiawan et al. (2022) found that employees who perceive fairness, transparency, and psychological safety in their workplace are more likely to exhibit superior performance and lower turnover intentions.

Hypothesis

Transformational Leadership and Employee Performance

Transformational leadership has consistently been identified as one of the most effective leadership styles in enhancing employee performance. According to Bass (2000), transformational leaders inspire and motivate their subordinates to exceed expectations by fostering a shared vision, providing intellectual stimulation, and offering individualized support. This leadership style is known to create a psychologically safe environment where employees feel valued, trusted, and encouraged to innovate. Such leaders serve as role models, strengthening employees' emotional engagement and intrinsic motivation, ultimately leading to higher productivity and performance outcomes (Top et al., 2020; Ghai & Dhiman, 2024).

Empirical studies reinforce this theoretical perspective. Hussain et al. (2024) found that transformational leadership significantly improves performance by enhancing job satisfaction and team trust. Similarly, Raharjo et al. (2022) demonstrated that transformational leaders reduce job stress and foster adaptability, primarily in organizations facing rapid change. In the Indonesian context, Walean et al. (2022) found that this leadership style increases job satisfaction and commitment, thereby directly improving performance outcomes in public institutions. Ardiansyah and Pasaribu (2024) further confirmed that transformational leadership behaviors particularly inspirational motivation and intellectual stimulation positively affect employee productivity in industrial organizations.

H1: Transformational leadership has a positive and significant effect on employee performance.

Work Motivation and Employee Performance

Work motivation is one of the most powerful internal drivers that influences employees' willingness to work efficiently and achieve organizational goals. Motivation can arise from intrinsic factors such as personal satisfaction, self-fulfillment, and a sense of purpose or extrinsic factors such as salary, promotion, and recognition (Riyanto et al., 2021). Highly motivated employees tend to be more creative, committed, and persistent in performing their tasks. Novitasari et al. (2022) found that motivated employees demonstrate greater engagement and better performance, especially when their goals align with organizational objectives.

Several studies provide evidence supporting the relationship between motivation and performance. Charlie et al. (2023) emphasize that work motivation significantly increases employee effectiveness, especially when organizations provide clear direction, recognition, and growth opportunities. Similarly, Husain and Sumartik (2023) concluded that motivation mediates the relationship between leadership and employee performance, meaning that leadership is effective only when it inspires motivation among subordinates. Pamungkas et al. (2022) also demonstrated that motivated employees exhibit greater resilience and commitment, thereby enhancing performance outcomes even in stressful environments. In addition, Prawibowo and Prapanca (2023) observed that millennial and Gen Z employees are particularly influenced by intrinsic motivators, such as flexibility and meaningful work, rather than financial rewards alone.

H2: Work motivation has a positive and significant effect on employee performance.

Work Environment and Employee Performance

The work environment is a multidimensional construct encompassing both physical and psychological conditions. A positive, supportive work environment fosters comfort, collaboration, and creativity, thereby enhancing employee performance (Ghai & Dhiman, 2024). A well-structured environment with adequate facilities, fair policies, and healthy interpersonal relationships leads to greater satisfaction and lower turnover rates (Nugroho et al., 2020). Conversely, an unhealthy or stressful workplace can reduce employee engagement, motivation, and overall productivity (Bahiroh et al., 2022).

Previous research has established a strong link between the work environment and employee performance. Setiawan et al. (2022) found that both physical and non-physical aspects of the work environment significantly affect performance by increasing employee commitment and

satisfaction. Ranuwirna et al. (2022) demonstrated that improvements in work facilities, teamwork, and safety positively impact performance in industrial firms. Suprpto and Safaria (2024) noted that a supportive environment enhances the effects of leadership and motivation on performance, suggesting a synergistic relationship among these factors. Ilyas et al. (2024) further confirmed that reduced job stress and improved comfort levels significantly contribute to productivity in state-owned enterprises.

H3: Work environment has a positive and significant effect on employee performance.

Conceptual Framework

Figure 1 shows the conceptual framework of the study, which illustrates the influence of Transformational Leadership, Work Motivation, and Work Environment on Employee Performance. This model explains that effective transformational leadership, high work motivation, and a conducive work environment collectively contribute to improved employee performance. These three independent variables are hypothesized to have a direct positive influence on employee performance, with synergy among leadership, motivation, and the work environment creating optimal conditions for increased productivity and the achievement of organizational goals.

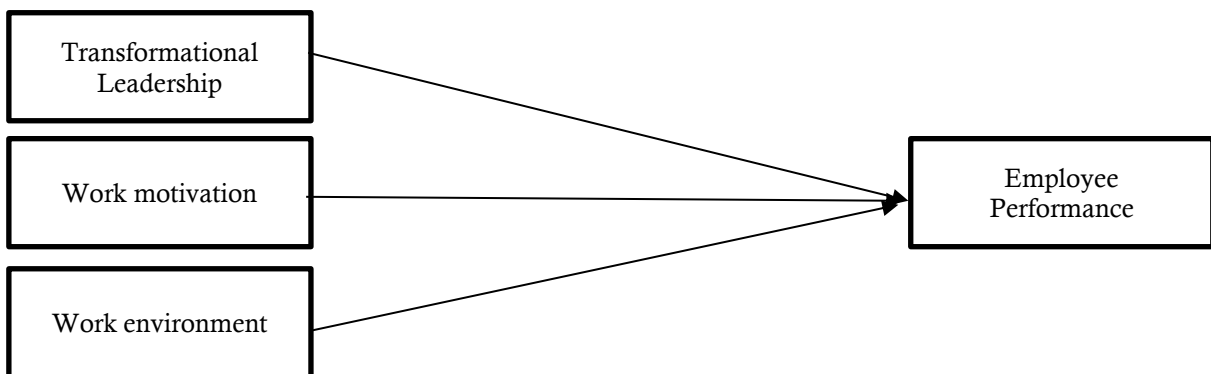


Figure 1. Conceptual Framework

3. Data and Method

Research Time and Location

This research was conducted from May to July 2025 at PT Perusahaan Gas Negara Area Tangerang, located at Jl. Seribu Heroes, Serpong, Rw. Buntu, Tangerang, Kota Tangerang Selatan, Banten 15310. The location was selected for its high relevance to the research objectives and for the ease of accessing primary data from employees who served as respondents. The study focused on the company's permanent employees, whose roles span various operational, technical, and administrative divisions. These individuals were deemed appropriate for the study because they directly experience organizational leadership, work motivation, and the prevailing work environment, all of which are critical for assessing their impact on employee performance.

Research Design

This study employed a quantitative causal-associative design to measure and analyze the cause-and-effect relationships among variables specifically, transformational leadership, work motivation, and work environment as independent variables, and employee performance as the dependent variable. According to Sugiyono (2019), a causal-associative design is used to determine the quantitative influence of one or more independent variables on a dependent variable. This design allows the researcher to test statistical hypotheses and to observe both direct and indirect effects among constructs within an organizational context.

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software, as recommended by Putra (2022) and Hair et al. (2017) for studies involving latent constructs with multiple indicators. PLS-SEM was chosen for its suitability for

exploratory models, small to medium sample sizes, and non-normal data distributions. The model in this study consisted of two main components: (1) the measurement (outer) model, used to evaluate validity and reliability of the constructs through indicators such as Average Variance Extracted (AVE) and Composite Reliability; and (2) the structural (inner) model, used to assess causal relationships and hypothesis testing through path coefficients, R-square values, and t-statistics. This analytical framework enables comprehensive evaluation of how transformational leadership, work motivation, and work environment contribute both independently and jointly to improving employee performance in a real-world organizational setting.

Operational Definition of Variables

The operationalization of variables was based on established theoretical frameworks and prior research. Transformational leadership, as defined by Bass (2000), was measured across the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, using indicators such as charismatic leadership, optimistic communication, team spirit, intellectual stimulation, and mentoring. Work motivation, as referenced from Riyanto et al. (2021), was evaluated using dimensions such as salary, supervision, work relationships, recognition, and achievement, with indicators including meeting basic needs, enthusiasm for work, clear direction, harmonious interactions, and appreciation. The work environment, following Suci et al. (2023), was examined across both physical (e.g., workplace conditions and safety) and non-physical (e.g., social relationships, management support, and organizational climate) aspects. Employee performance (Y), as defined by Tamunomiebi and Oyibo (2020), was measured through work outcomes, work behavior, and contributions to the team or organization.

Population and Sampling

The population of this research comprised all 100 permanent employees at PT Perusahaan Gas Negara Area Tangerang, as of March 2025. These employees were considered to have sufficient work experience to provide informed assessments of leadership style, work motivation, and organizational environmental conditions. The organization's relatively homogeneous structure justified the use of a probability sampling approach. Specifically, simple random sampling was employed to ensure that every member of the population had an equal chance of being selected as a respondent, thus minimizing selection bias and enhancing the representativeness of the sample. The minimum sample size was determined using the Slovin formula at a 5 percent margin of error, resulting in a final sample of 80 respondents.

4. Results

Data Analysis (Measurement and Structural Model Evaluation)

Convergent validity is proven by AVE values above 0.50 for all constructions: transformational leadership (AVE = 0.677), work motivation (AVE = 0.664), work environment (AVE = 0.661), and employee performance (AVE = 0.668) (Putra & Ardianto, 2022; Rinaldi & Sunaryo Putra, 2022). This indicates that the indicators for each latent variable are well-correlated and reflect the intended constructs (El-Sa'ud et al., 2019; Fahmi, Novel, et al., 2022). Discriminator validity is established using the Fornell-Larcker criterion and cross-loading analysis, both confirming that each indicator loads more highly on its designated construct than on others, and that the square root of each AVE exceeds inter-construct correlations (Putra, Harista, et al., 2024; Fahmi, Putra, et al., 2024).

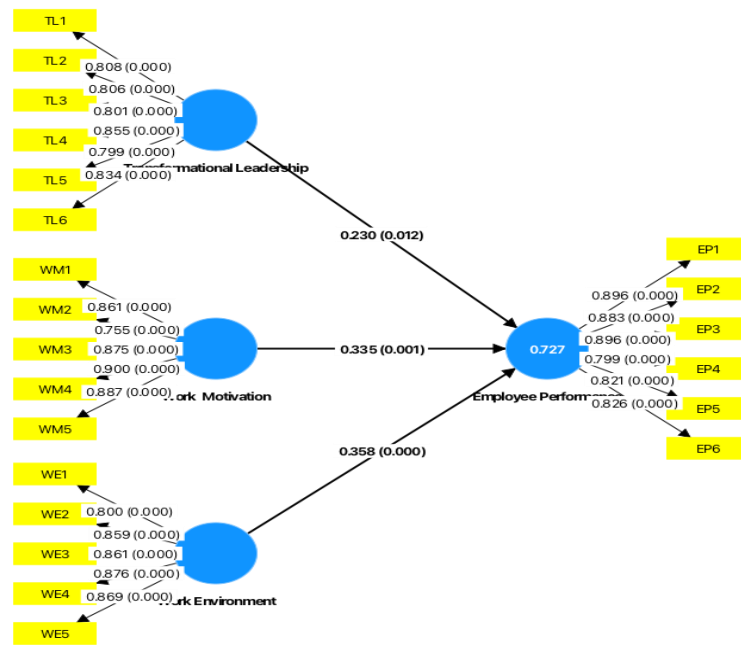


Figure 2. Bootstrapping Model Results

Further, the structural model evaluation demonstrates robust explanatory power and statistical adequacy. The coefficient of determination (R^2) for employee performance is 0.616, indicating that transformational leadership, work motivation, and work environment collectively explain 61.6% of the variance in employee performance. This level of R^2 is considered substantial and supports the model's predictive relevance (Kunaifi et al., 2022; Putra, Prasetya, et al., 2024). Variance inflation factor (VIF) values are below 5 for all predictors, indicating no problematic multicollinearity and supporting the stability of the estimates (Fahmi, Mukti, et al., 2024).

Hypothesis Testing

The results of the hypothesis testing reveal that all independent variables transformational leadership, work motivation, and work environment have a positive and significant effect on employee performance. The path coefficient for transformational leadership on employee performance is 0.230, with a t-statistic of 2.506 and a p-value of 0.012, indicating a statistically significant relationship at the 5 percent significance level. This finding supports the view that transformational leadership practices directly enhance employee performance.

Table 1. Hypothesis Testing

	Original sample (O)	T statistics	P values
Transformational leadership -> Employee Performance	0.230	2.506	0.012
Work Motivation -> Employee Performance	0.335	3.481	0.001
Work Environment -> Employee Performance	0.358	3.917	0.000

Source: Processed Data (2025)

Similarly, work motivation positively and significantly influences employee performance, with a path coefficient of 0.335, a t-statistic of 3.481, and a p-value of 0.001. This result underscores the crucial role of motivational factors in driving individual productivity and organizational effectiveness. The work environment variable also shows a significant positive relationship with employee performance, evidenced by a path coefficient of 0.358, a t-statistic of 3.917, and a p-value less than 0.001. This highlights that supportive workplace conditions are essential for maximizing employee output and sustaining high performance levels.

5. Discussion

Transformational Leadership and Employee Performance

The findings of this study confirm that transformational leadership has a significant and positive effect on employee performance at PT Perusahaan Gas Negara Area Tangerang. The positive relationship found in this study is consistent with the research by Ghai and Dhiman (2024), who demonstrated that transformational leadership enhances innovation and intrinsic motivation, thereby improving performance. Similarly, Hussain et al. (2024) found that transformational leaders significantly increase employees' job satisfaction and trust, both of which strengthen performance outcomes.

In the Indonesian context, Raharjo et al. (2022) observed that transformational leadership reduces employee stress and enhances adaptability, particularly in state-owned enterprises facing technological and operational change. Walean et al. (2022) also confirmed that this leadership style improves job satisfaction and commitment, which mediate performance improvements. The current findings reinforce these conclusions, indicating that leadership practices that emphasize inspiration, communication, and intellectual stimulation are crucial for maintaining engagement and productivity. Moreover, Ardiansyah and Pasaribu (2024) found similar evidence in the industrial sector, where transformational leadership behaviors significantly enhanced productivity.

Work Motivation and Employee Performance

The study also reveals that work motivation has a positive and significant effect on employee performance, supporting the fundamental premise of motivational theories that emphasize motivation as a core determinant of behavior and achievement (Riyanto et al., 2021). This result corroborates Novitasari et al. (2022), who demonstrated that intrinsic and extrinsic motivators jointly enhance engagement and productivity. Likewise, Charli et al. (2023) found that employees with higher motivation show stronger creativity and task persistence, particularly when organizations recognize their contributions.

Further evidence from Husain and Sumartik (2023) indicates that motivation mediates the relationship between leadership and performance, suggesting that leadership becomes effective only when it successfully triggers motivational processes among employees. Pamungkas et al. (2022) found similar patterns, in which motivation strengthened the effects of leadership and the work environment on performance in healthcare institutions. These results are also consistent with Prawibowo and Prapanca (2023), who showed that younger employees, especially millennials and Gen Z, prioritize autonomy, flexibility, and meaningful work as primary motivational drivers.

Work Environment and Employee Performance

The analysis further demonstrates that the work environment has the most decisive influence on employee performance among the three variables tested. This finding underscores that workplace conditions both physical and psychological play a crucial role in determining employees' capacity and willingness to perform optimally. The results are consistent with those of Bahiroh et al. (2022), who found that a safe, well-structured work environment increases satisfaction and reduces absenteeism. Similarly, Nugroho et al. (2020) concluded that improvements in the physical and social environment significantly elevate productivity by reducing job stress and increasing engagement.

Research by Setiawan et al. (2022) and Ranuwirna et al. (2022) also supports the current findings, showing that adequate facilities, team cohesion, and transparent organizational policies contribute positively to employee performance. Moreover, Suprpto and Safaria (2024) observed that a conducive environment strengthens the influence of leadership and motivation on performance outcomes, illustrating its synergistic role within the organizational system. Ilyas et al. (2024) further found that improvements in physical comfort and safety have measurable effects on productivity in transportation and energy-related industries.

6. Conclusion

This study provides robust empirical evidence that transformational leadership, work motivation, and the work environment each have a positive and significant impact on employee performance at PT Perusahaan Gas Negara Area Tangerang. The results of the structural model demonstrate that these three variables collectively explain more than sixty percent of the variance in employee performance, underscoring their vital role in the organizational context. Transformational leadership fosters trust, stimulates innovation, and builds supportive interpersonal relationships that drive higher productivity. Work motivation is a key driver of engagement and performance, underscoring the importance of both intrinsic and extrinsic motivational strategies in sustaining employee commitment. Meanwhile, the work environment has the most significant impact, underscoring the importance of investing in physical comfort, psychological safety, and a conducive workplace climate to optimize performance outcomes. These findings emphasize that leadership, motivation, and work context work synergistically rather than independently, underscoring the importance of a holistic, context-based approach to managing human capital and enhancing organizational performance.

From a managerial perspective, the study's findings underscore the need for integrated strategies to improve employee performance in state-owned enterprises. Management should prioritize leadership development programs that cultivate visionary, inspiring, and empathetic leaders who can motivate their teams toward shared goals. At the same time, organizations must design comprehensive motivation systems that combine fair compensation, recognition, and professional development opportunities to maintain high levels of engagement. Furthermore, continuous investment in a positive work environment through better facilities, clear communication, and supportive workplace culture will sustain employee well-being and productivity.

Recommendation

Management at PT Perusahaan Gas Negara Area Tangerang should implement structured leadership development programs that emphasize communication, innovation, and empathy to strengthen transformational competencies. Implementing transparent, performance-based reward systems and clear career progression paths can increase motivation. The company should regularly evaluate workplace safety, ergonomics, and team dynamics to maintain a supportive environment. Additionally, quarterly employee engagement surveys and feedback sessions are recommended to identify performance barriers. Future research should include organizational culture and digital transformation variables to capture broader determinants of employee performance in the energy sector.

Limitations and avenues for future research

This study is limited by its focus on a single company, its relatively small sample size, and its use of cross-sectional data, which precludes causal interpretation. Future research should expand the sample across multiple state-owned enterprises, employ longitudinal or mixed-methods designs, and include additional variables such as organizational culture, employee engagement, and technological adaptation to yield broader, more generalizable insights.

References

- Ardiansyah, F., & Pasaribu, V. L. D. (2024). *Transformational leadership and intrinsic motivation on employee performance in the mechanical division of PT Astra International Tbk. West Science Business and Management*, 2(3). <https://doi.org/10.58812/wsbm.v2i03.1180>
- Ardiansyah, F., & Pasaribu, V. L. D. (2024). *Transformational leadership and intrinsic motivation on employee performance in the mechanical division of PT Astra International Tbk. West Science Business and Management*, 2(3). <https://doi.org/10.58812/wsbm.v2i03.1180>
- Bahiroh, E., Khoiri, R. W., & Arthawati, S. N. (2022). *Effect of transformational leadership style, work environment and work motivation on employee performance. Management Science Research Journal*, 1(3). <https://doi.org/10.56548/msr.v1i3.32>

- Bass, B. M. (2000). *The future of leadership in learning organizations*. *Journal of Leadership Studies*, 7(3), 18–40. <https://doi.org/10.1177/107179190000700302>
- Charli, C. O., Pawirosumarto, S., & Ali, H. (2023). *Employee performance and work motivation models: Transformational leadership and work environment*. *Jurnal Ipteks Terapan*, 17(4). <https://doi.org/10.22216/jit.v17i4.2613>
- Fahmi, M. A., Kostini, N., & Sunaryo Putra, W. B. T. (2022). *Exploring hybrid learning readiness and acceptance model using the extended TAM 3 and TPB approach: An empirical analysis*. *International Journal of Research in Business and Social Science*, 11(8), 321–334. <https://doi.org/10.20525/ijrbs.v11i8.2144>
- Fahmi, M. A., Kostini, N., & Sunaryo Putra, W. B. T. (2022). *Exploring hybrid learning readiness and acceptance model using the extended TAM 3 and TPB approach: An empirical analysis*. *International Journal of Research in Business and Social Science*, 11(8), 321–334. <https://doi.org/10.20525/ijrbs.v11i8.2144>
- Ghai, R. K., & Dhiman, A. (2024). *Enhancing employee performance through transformational leadership: A study*. *International Journal of Innovative Science and Research Technology*, 9(7), 123–132. <https://doi.org/10.38124/ijisrt/ijisrt24jul025>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). SAGE Publications.
- Husain, F. R., & Sumartik, S. (2023). *The influence of transformational leadership style, work environment, and work motivation on employee performance*. *Indonesian Journal of Law and Economics Review*, 18. <https://doi.org/10.21070/ijler.v18i0.857>
- Hussain, N. H. M., Nazari, P. N. A., & Husin, N. (2024). *Transforming performance: The significance of transformational leadership*. *e-Jurnal Penyelidikan dan Inovasi*, 11(2), 102–114. <https://doi.org/10.53840/ejpi.v11i2.200>
- Ilyas, L., Krisnandi, H., & Digdowiseiso, K. (2024). *The influence of transformational leadership, motivation, physical work environment and job stress on employee performance at PT. Indonesian Railways*. *Journal of Social Science*, 5(3). <https://doi.org/10.46799/jss.v5i3.832>
- Niati, A., Rizkiana, C., & Suryawardana, E. (2022). *Building employee performance through employee engagement, work motivation, and transformational leadership*. *International Journal of Social Science*, 2(1). <https://doi.org/10.53625/ijss.v2i1.2311>
- Noruliyanto, E., Ratnawati, & Rokhman, M. T. N. (2024). *Effectiveness of work motivation and work environment in mediating the influence of transformational leadership style on employee performance in Bappeda, Malang District, Indonesia*. *Journal of Global Economics, Management and Business Research*, 16(2). <https://doi.org/10.56557/jgembr/2024/v16i28714>
- Novitasari, E., Desastra, Y. Z., & Wulandari. (2022). *The influence of transformational leadership style and work motivation on employee performance*. *Journal of Production, Operations Management and Economics*, 1(2), 13–22. <https://doi.org/10.55529/jpome.26.1.13>
- Nugroho, Y. A., Asbari, M., Purwanto, A., Basuki, S., Sudiyono, R. N., Fikri, M., Hulu, P., Mustofa, M., Chidir, G., Suroso, S., & Xavir, Y. (2020). *Transformational leadership and employees' performances: The mediating role of motivation and work environment*. *Jurnal Ilmu Manajemen Terapan*, 2, 438–460.
- Pamungkas, Y. A., Iqbal, M. A., & Saluy, A. (2022). *The influence of transformational leadership and the work environment on employee performance, mediated by work motivation, in hospitals, YPK Mandiri*. *Dinasti International Journal of Management Science*, 3(3). <https://doi.org/10.31933/dijms.v3i3.1131>
- Prawibowo, R. B., & Prapanca, D. (2023). *Enhancing employee performance: The impact of transformational leadership, motivation, and workload*. *Academia Open*, 9, Article 5416. <https://doi.org/10.21070/acopen.9.2024.5416>
- Prayoga, D., & Nurwulandari, A. (2025). *A transformational leadership, reward, and punishment physical work environment and its influence on employee performance through employee work motivation*. *Jurnal Apresiasi Ekonomi*, 13(1). <https://doi.org/10.31846/jae.v13i1.845>
- Prayoga, D., & Nurwulandari, A. (2025). *A transformational leadership, reward, and punishment, physical work environment and its influence on employee performance through employee work motivation*. *Jurnal Apresiasi Ekonomi*, 13(1). <https://doi.org/10.31846/jae.v13i1.845>

- Putra, W. B. T. S. (2022). *Problems, common beliefs, and procedures on the use of Partial Least Squares Structural Equation Modeling in business research*. *South Asian Journal of Social Studies and Economics*, 14(1), 1–20. <https://doi.org/10.9734/sajsse/2022/v14i130367>
- Putra, W. B. T. S. (2022). *Problems, common beliefs, and procedures on the use of Partial Least Squares Structural Equation Modeling in business research*. *South Asian Journal of Social Studies and Economics*, 14(1), 1–20. <https://doi.org/10.9734/sajsse/2022/v14i130367>
- Putri, A. R., & Renwarin, J. M. J. (2023). The Effect of Leadership and Teamwork on Employee Turnover and Team Performance. *Human Capital and Organizations*, 1(1), 46–54. <https://doi.org/10.58777/hco.v1i1.121>
- Raharjo, D. S., Widayati, C. C., Purnama, E. D., & Siahaan, C. Y. (2022). *The effect of transformational leadership, workload, and compensation on employee performance*. *Advances in Social Sciences Research Journal*, 9(11), 92–103. <https://doi.org/10.14738/assrj.911.13474>
- Ranuwirna, F., Putra, P., Riszky, P., Partamo, V., & Hidayat, C. (2022). *Effect of work environment, work motivation and transformational leadership on employee performance in PT. XYZ*. *Proceedings of the International Conference on Industrial Engineering and Operations Management*. <https://doi.org/10.46254/na07.20220488>
- Riyanto, S., Sutrisno, A., & Ali, H. (2021). *The impact of work motivation and job satisfaction on employee performance and organisational commitment in the era of industrial revolution 4.0*. *Indonesian Journal of Business and Entrepreneurship*, 7(1), 87–98. <https://doi.org/10.17358/ijbe.7.1.87>
- Rosalina, C., Paramarta, V., & Guterres, A. D. (2025). *Analysis of transformational leadership relationships, work motivation, and employee performance in healthcare facilities*. *MORFAI Journal*, 5(1), 79–84. <https://doi.org/10.54443/morfai.v5i1.2526>
- Setiawan, A., Satoto, E., & Qomariah, N. (2022). *Effect of transformational leadership style, work motivation, and work environment on employee performance, with employee commitment as an intervening variable*. *International Journal of Management Science and Information Technology*, 2(2). <https://doi.org/10.35870/ijmsit.v2i2.473>
- Sudarmadi, M. A. S., & Santosa, P. W. (2025). Employee Performance and Work Motivation: The Impact of Transformational and Transactional Leadership Mediator. *Human Capital and Organizations*, 2(2), 55–65. <https://doi.org/10.58777/hco.v2i2.319>
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Suprpto, S., & Safaria, S. (2024). *The influence of transformational leadership style, work environment, and compensation on employee performance, with motivation as an intervening variable, in PT Metindo Erasakti*. *Formosa Journal of Sustainable Research*, 3(4). <https://doi.org/10.55927/fjsr.v3i4.8814>
- Tongkachok, K., Garg, S., Balakrishnan, S., & Vijayalakshmi, N. S. (2022). *Impact of transformational leadership on organizational performance through employee motivation*. *ECS Transactions*, 107(1), 12873. <https://doi.org/10.1149/10701.12873ecst>
- Top, C., Abdullah, B. M. S., & Faraj, A. H. M. (2020). *Transformational leadership impact on employees' performance*. *Eurasian Journal of Management & Social Sciences*, 1(1), 49–59. <https://doi.org/10.23918/ejmss.v1i1p49>
- Walean, R., Koyongian, Y., & Sabudu, D. (2022). *An analysis of the effect of transformational leadership on employees' job satisfaction and performance*. *TADBIR: Jurnal Studi Manajemen Pendidikan*, 6(2), 241–255. <https://doi.org/10.29240/jsmp.v6i2.4738>
- Wulandari, A. A. N., & Dara, S. R. (2023). Determinants of Employee Performance in Healthcare Organization: The Role of Work Environment, Workload, and Motivation. *Human Capital and Organizations*, 1(1), 23–32. <https://doi.org/10.58777/hco.v1i1.118>
- Yudika, R. S., & Zain, E. (2025). The Impact of Pay and Workplace Conditions on Employee Performance with Job Satisfaction Acting as an Intermediary. *Human Capital and Organizations*, 2(2), 76–88. <https://doi.org/10.58777/hco.v2i2.312>