

Research Article

Transformational Leadership, Work Environment, and Employee Performance: The Mediating Role of Job Satisfaction in Public Disaster Management

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Abstract

Employee performance is a critical determinant of organizational effectiveness, particularly in public institutions responsible for disaster management. Previous studies have primarily focused on private-sector organizations and direct relationships among transformational leadership, work environment, and employee performance, leaving limited evidence on the mediating role of job satisfaction in disaster management agencies. This study addresses this gap by examining job satisfaction as a mediating mechanism within the BPBD DKI Jakarta context. This study used a quantitative design and questionnaire data from 100 employees, and analyzed the proposed model using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that transformational leadership, work environment, and job satisfaction each positively and significantly influence employee performance. In addition, transformational leadership and work environment significantly enhance job satisfaction, which in turn mediates their effects on employee performance. These mediation findings highlight that leadership development and supportive workplace conditions improve performance more effectively when they strengthen employee satisfaction. The study contributes to human resource management theory by reinforcing job satisfaction as a key psychological mechanism linking organizational practices to performance outcomes, while providing practical guidance for improving workforce effectiveness in public-sector disaster management organizations.

Keywords: Transformational Leadership, Work Environment, Job Satisfaction, Employee Performance, PLS-SEM

JEL Classification: M10, M12, M54

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1. Introduction

Human resources are recognized as the most valuable organizational asset because organizational success largely depends on the quality and performance of its employees. In public sector organizations, employee performance becomes increasingly important because it directly influences the quality of public services delivered to society.

Employee performance reflects individuals' ability to complete their duties effectively, efficiently, and in line with organizational objectives. Consequently, organizations are required to continuously develop strategies that can improve employee performance and ensure sustainable organizational effectiveness (Robbins & Judge, 2022; Dessler, 2023).

One government institution that requires consistently high employee performance is the Regional Disaster Management Agency (BPBD) of DKI Jakarta. BPBD employees are responsible for disaster mitigation, emergency response, and recovery activities that demand rapid decision-making, adaptability, and continuous readiness. The complexity of disaster management activities requires employees to maintain optimal performance under dynamic and uncertain working conditions. However, organizational performance reports indicate fluctuations in employee performance, particularly in discipline, teamwork, commitment, and leadership assessment, suggesting the need for performance improvement initiatives within the institution (BPBD DKI Jakarta, 2024; Kurniawan & Setiawan, 2023).

The challenges BPBD employees face are increasingly complex because work environments are changing and public service organizations' expectations are growing. Employees are expected to perform effectively despite operational pressures, emergencies, and organizational changes. Such conditions may influence employees' motivation, satisfaction, and overall work outcomes. Previous studies emphasize that organizations in highly dynamic environments require effective leadership and supportive work environments to maintain employee productivity and organizational resilience (Buil et al., 2019; Bakker & Demerouti, 2023).

Transformational leadership is widely recognized as a key factor influencing employee performance. Transformational leaders inspire employees through a compelling vision, intellectual stimulation, individualized consideration, and motivational influence. Through these leadership behaviors, employees are encouraged to exceed expected performance standards and become more committed to organizational goals. Recent studies demonstrate that transformational leadership positively affects employee performance by fostering motivation, engagement, and organizational commitment (Banks et al., 2022; Buil et al., 2019). Nevertheless, empirical findings indicate that the strength of this relationship may vary across organizational contexts, particularly in public sector institutions characterized by high operational uncertainty.

In addition to leadership, the work environment is considered another critical determinant of employee performance. A supportive work environment includes both physical and non-physical aspects, including workplace safety, communication quality, teamwork, organizational climate, and access to adequate facilities. Employees who work in comfortable and supportive environments tend to demonstrate higher productivity, stronger commitment, and better psychological well-being. Conversely, unfavorable work conditions may reduce employee concentration and effectiveness. Recent empirical evidence confirms that a positive work environment significantly contributes to employee performance and organizational outcomes (Putri et al., 2019; Al-Omari & Okasheh, 2020).

Job satisfaction is also regarded as a strategic factor in improving employee performance. Job satisfaction reflects employees' positive emotional responses toward their work experiences, rewards, career opportunities, and organizational support. Employees who are satisfied with their jobs are more likely to demonstrate higher motivation, lower turnover intentions, and stronger organizational commitment. Furthermore, satisfied employees tend to provide better service quality and achieve superior performance outcomes. Several studies have confirmed the significant relationship between job satisfaction and employee performance across various organizational settings (Sudiardhita et al., 2018; Karatepe et al., 2022).

Despite the extensive literature examining transformational leadership, work environment, job satisfaction, and employee performance, several research gaps remain. First, previous studies have focused mainly on private-sector organizations, manufacturing companies, and service industries,

while giving limited attention to disaster management agencies and public-sector emergency response institutions. Second, existing studies generally investigate direct relationships among variables. In contrast, research examining the mediating role of job satisfaction in the relationship between transformational leadership, work environment, and employee performance remains relatively limited. Third, empirical findings concerning the magnitude and consistency of these relationships vary across different organizational contexts, indicating the need for further investigation (Carvalho et al., 2020; Adha et al., 2019).

From a practical perspective, BPBD DKI Jakarta also faces a business gap. The institution must maintain high-quality public service performance while facing demanding operational environments and changing leadership structures. Fluctuations in employee performance suggest that organizational efforts to improve effectiveness may not yet fully address the factors influencing employee outcomes. Therefore, understanding how transformational leadership and work environment influence employee performance through job satisfaction becomes essential for developing effective human resource management strategies within disaster management institutions (BPBD DKI Jakarta, 2024; Bakker & Demerouti, 2023).

Based on the identified phenomenon, business gap, and research gap, this study aims to analyze the influence of transformational leadership and work environment on employee performance, with job satisfaction acting as a mediating variable among BPBD DKI Jakarta employees. The findings are expected to contribute to the human resource management literature, particularly in public-sector organizations, while providing practical recommendations for improving employee performance through leadership development, workplace enhancement, and employee satisfaction initiatives.

Beyond its contextual focus, this study offers a broader theoretical contribution by clarifying the psychological mechanism through which transformational leadership and the work environment influence employee performance under high-pressure public-sector conditions. Unlike conventional public institutions that typically operate within relatively stable administrative routines, disaster-management organizations require rapid decision-making, continuous operational readiness, and coordinated responses to unpredictable emergencies. These distinctive characteristics may alter how leadership behaviors and workplace conditions shape employee attitudes and performance. Moreover, previous empirical studies have reported inconsistent findings regarding the strength of the relationships between transformational leadership, work environment, and employee performance across different organizational settings, suggesting that contextual demands and employee perceptions may affect these relationships. By positioning job satisfaction as a mediating mechanism, this study extends human resource management theory by explaining not only whether leadership and work environment improve performance, but also how these organizational factors are translated into superior performance outcomes through employees' psychological responses in dynamic public-sector environments.

2. Literature Review and Hypothesis

Literature Review

Transformational Leadership

Transformational leadership refers to a leadership approach that inspires employees to achieve organizational goals beyond personal interests through vision, motivation, intellectual stimulation, and individualized consideration. Leaders who adopt a transformational leadership style encourage employees to develop their competencies, strengthen commitment, and contribute actively to organizational success. This approach emphasizes the leader's ability to positively influence employee attitudes and behaviors, fostering a supportive and productive work environment (Robbins & Judge, 2022; Northouse, 2022). Transformational leaders are also capable of creating organizational changes by motivating employees to embrace innovation and continuous improvement, which ultimately contributes to organizational effectiveness and performance (Banks et al., 2022).

Work Environment

The work environment encompasses all physical and non-physical conditions surrounding employees while performing their duties. Physical aspects include lighting, temperature, safety, workspace layout, and equipment availability, whereas non-physical aspects involve interpersonal relationships, communication patterns, teamwork, and organizational climate. A supportive work environment enables employees to perform tasks efficiently and comfortably, leading to higher levels of motivation and productivity. Conversely, unfavorable working conditions may reduce employee concentration, increase stress levels, and negatively affect work outcomes (Sedarmayanti, 2017; Nitisemito, 2014). Recent studies emphasize that organizations with positive work environments tend to experience better employee engagement, satisfaction, and performance outcomes (Al-Omari & Okasheh, 2020).

Job Satisfaction

Job satisfaction reflects an employee's emotional response to various aspects of work, including compensation, promotion opportunities, supervision, working conditions, and organizational support. Employees who perceive their work experiences positively are more likely to demonstrate favorable attitudes toward the organization and their assigned responsibilities. Job satisfaction plays a crucial role in shaping employee behavior because satisfied employees generally show stronger commitment, lower turnover intentions, and higher motivation. Furthermore, job satisfaction contributes to organizational stability and productivity by encouraging employees to perform their duties more effectively (Kreitner & Kinicki, 2021; Priansa, 2018). Scholars also suggest that job satisfaction reflects the alignment between employee expectations and organizational realities, making it an important indicator of human resource effectiveness (Robbins & Judge, 2022; Kaswan, 2017).

Employee Performance

Employee performance refers to the extent to which employees accomplish their assigned tasks and responsibilities in accordance with organizational objectives. Performance is commonly assessed through dimensions such as work quality, quantity, timeliness, effectiveness, independence, and commitment. High employee performance is essential for organizational success because it directly influences productivity, service quality, and organizational competitiveness. Employee performance is determined not only by individual capabilities but also by organizational factors, including leadership practices, work environment conditions, and employee attitudes toward work (Mangkunegara, 2017; Wibowo, 2022). Therefore, organizations continuously seek strategies to improve employee performance through effective leadership and supportive work systems.

Hypothesis**Transformational Leadership and Employee Performance**

Transformational leadership is believed to improve employee performance because transformational leaders motivate employees to exceed expected standards and align personal goals with organizational objectives. Through inspirational motivation, intellectual stimulation, and individualized consideration, leaders encourage employees to perform more effectively and develop stronger commitment to organizational success. Employees who receive support and inspiration from their leaders tend to demonstrate higher levels of engagement and productivity. Empirical studies conducted by Muizu (2019), Fajrin (2018), Buil et al. (2019), and Walean et al. (2022) found that transformational leadership positively and significantly influences employee performance.

H1: Transformational leadership positively affects employee performance.

Work Environment and Employee Performance

A supportive work environment provides employees with physical comfort and positive social interactions that help them complete work tasks. Comfortable workplaces, effective communication, and harmonious relationships among employees improve concentration and productivity. Employees working in favorable environments are more likely to perform effectively because organizational resources support their activities. Previous studies by Adha et al. (2019), Putri et al. (2019), and Al-Omari and Okasheh (2020) reported that the work environment

positively and significantly affects employee performance.

H2: Work environment positively affects employee performance.

Job Satisfaction and Employee Performance

Job satisfaction is an important determinant of employee performance because satisfied employees tend to show positive attitudes, stronger commitment, and greater motivation to complete their responsibilities. Employees who feel appreciated and supported by the organization are more willing to contribute to organizational objectives. Higher job satisfaction encourages employees to maintain consistent performance and improve work quality. Previous research conducted by Sudiardhita et al. (2018), Walean et al. (2022), and Safitri and Astutik (2022), demonstrated that job satisfaction significantly improves employee performance.

H3: Job satisfaction positively affects employee performance.

Transformational Leadership and Job Satisfaction

Transformational leaders create supportive relationships with employees by providing encouragement, recognition, and opportunities for personal development. Such leadership behaviors enhance employees' perceptions of organizational support and create positive work experiences. As a result, employees are more likely to feel satisfied with their jobs and remain committed to organizational goals. Previous studies by Walean et al. (2022), Putra and Abadiyah (2022), Banks et al. (2022), and Buil et al. (2019) found that transformational leadership positively influences job satisfaction.

H4: Transformational leadership positively affects job satisfaction.

Work Environment and Job Satisfaction

Employees tend to experience greater job satisfaction when they work in environments that provide comfort, safety, and positive interpersonal relationships. A supportive work environment reduces work-related stress and enhances employees' perceptions of organizational care and support. Consequently, employees become more satisfied with their work conditions and organizational experiences. Studies conducted by Putra and Abadiyah (2022), Safitri and Astutik (2022), and Ramban and Edalmen (2022), reported that the work environment positively and significantly affects job satisfaction.

H5: Work environment positively affects job satisfaction.

Job Satisfaction Mediates the Relationship between Transformational Leadership and Employee Performance

Transformational leadership may influence employee performance not only directly but also indirectly through job satisfaction. Employees who view transformational leadership positively tend to experience higher job satisfaction, which in turn motivates them to perform better. In this context, job satisfaction functions as a psychological mechanism that explains how leadership practices influence employee outcomes. Previous studies by Walean et al. (2022), Buil et al. (2019), Putra and Abadiyah (2022), and Carvalho et al. (2020) support job satisfaction's mediating role in the relationship between leadership and employee performance.

H6: Job satisfaction mediates the effect of transformational leadership on employee performance.

Job Satisfaction Mediates the Relationship between Work Environment and Employee Performance

A positive work environment can improve employee performance by increasing employee satisfaction. Employees who experience comfortable working conditions and supportive organizational climates are more likely to develop positive feelings toward their jobs. These positive feelings subsequently encourage greater effort and performance. Research by Ramban and Edalmen (2022), Putra and Abadiyah (2022), and Safitri and Astutik (2022) confirms that job satisfaction mediates the relationship between work environment and employee performance.

H7: Job satisfaction mediates the effect of work environment on employee performance.

3. Data and Method

Research Design

This study employs a quantitative research approach to examine the relationships among transformational leadership, work environment, job satisfaction, and employee performance. This study employed a quantitative explanatory research design to examine the causal relationships among transformational leadership, work environment, job satisfaction, and employee performance at BPBD DKI Jakarta. The explanatory approach was selected because it enables hypothesis testing based on established human resource management theories and evaluates both direct and mediating relationships among latent constructs using a structured analytical framework (Sekaran & Bougie, 2020). The study adopts an explanatory research design to explain causal relationships among variables and test the proposed hypotheses based on established theories and previous empirical findings (Sekaran & Bougie, 2020).

Population and Sample

The population consisted of employees of the Regional Disaster Management Agency (BPBD) of DKI Jakarta who were directly involved in organizational operations. This study used purposive sampling to ensure respondents had relevant work experience and sufficient knowledge of leadership practices, workplace conditions, job satisfaction, and performance within the organization. The study included employees who met the predetermined research criteria and voluntarily participated, resulting in a final sample of 100 respondents. This sampling technique was considered appropriate because it enabled the selection of information-rich participants capable of providing valid assessments of the investigated constructs. Data were collected through a structured questionnaire using a five-point Likert scale ranging from strongly disagree to agree strongly.

Data Analysis Technique

The measurement instruments were adapted from validated scales reported in previous studies on transformational leadership, work environment, job satisfaction, and employee performance, with item wording adjusted to the BPBD DKI Jakarta context. Before hypothesis testing, the measurement model was evaluated by examining indicator reliability, internal consistency (Cronbach's Alpha and Composite Reliability), convergent validity through Average Variance Extracted (AVE), and discriminant validity using established PLS-SEM criteria (Hair et al., 2022). To minimize common-method bias associated with self-reported questionnaires, respondents were assured of anonymity and confidentiality during data collection, and collinearity diagnostics were examined to assess potential common-method variance. The structural model was subsequently evaluated using path coefficients, coefficients of determination (R^2), predictive relevance (Q^2), bootstrapping significance tests, and the Goodness-of-Fit (GoF) index to assess model adequacy. In addition, bootstrapping procedures assessed robustness by examining the stability of parameter estimates, while the cross-sectional design was acknowledged as a limitation because it does not permit definitive causal inference.

Measurement Development

The questionnaire was developed by adapting measurement indicators from established literature to ensure conceptual consistency with each construct. We measured transformational leadership through dimensions reflecting inspirational motivation, individualized consideration, intellectual stimulation, and idealized influence. The work environment included physical and psychosocial workplace conditions; job satisfaction captured employees' affective evaluations of their work; and employee performance reflected work quality, productivity, and task accomplishment. All indicators were measured using a five-point Likert scale, and the adapted items were reviewed to ensure suitability for BPBD DKI Jakarta's organizational context.

4. Results

Structural Model Evaluation

One objective is to determine whether satisfaction can play a significant role as a mediator of employee performance, as determined by the DKI Jakarta Regional Disaster Management Agency

(BPBD), thus creating a positive leadership and work environment. The structural model evaluation in Table 1 uses specific measures and recommended rules of thumb.

Table 1. Structural Model Evaluation Results

Evaluation measures	Criteria rules	Model test results:
R ² (transformational leadership, work environment, and job satisfaction as moderators of employee performance)	Very Strong Model ≥ 0.71 Strong 0.46 – 0.70 Moderate 0.26 – 0.45 Weak ≤ 0.25	R ² = job satisfaction 21.1% (meaning a weak influence) R ² = employee performance 56.8% (meaning a strong influence)
Q ² Predictive Relevance	Q ² > 0 = Model has predictive relevance Q ² < 0 = Model lacks predictive relevance	Q ² = Job Satisfaction 12.1% Q ² = Employee Performance 26.3%
Tenchaus Goodness of Fit (GoF)	Small if 0.1 – 0.24 Medium 0.25 – 0.35 Large ≥ 0.36	GoF = 0.110 (Small Category)

Source: Data processed from research sources in 2024

Based on the data presented in Table 1 above, the Q-square value for the dependent (endogenous) variable is 0.121 for job satisfaction and 0.263 for employee performance. Based on these values, this study has good explanatory power, as the Q-square values are >0 (zero), i.e., 0.121 and 0.263. Furthermore, the GoF results in Table 1 above indicate that the research model has a 11% fit (Latan & Ghazali, 2017).

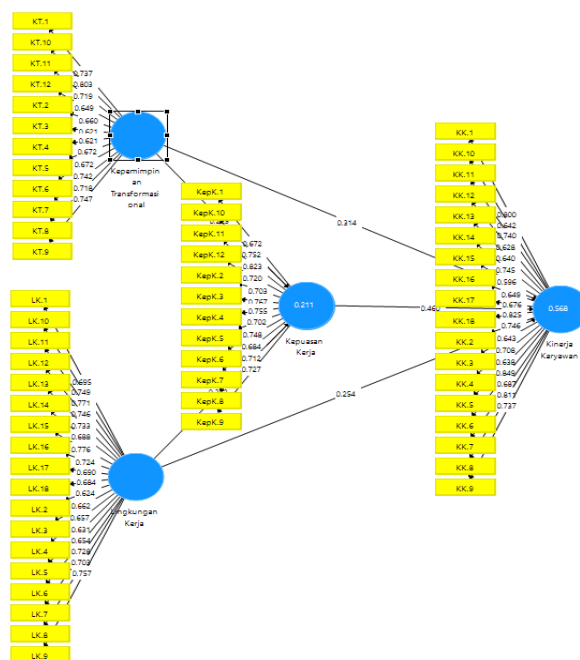


Figure 1. Path Diagram Between Research Variables

Research Hypothesis Testing

The results of the hypothesis testing in this study can be seen by examining the t-statistic and P-values. This hypothesis is accepted if the P-value is <0.005. This study also examines the direct influence on each variable because it includes independent, dependent, and intervening variables. The results of testing the direct influence hypothesis are shown in Table 2 from SmartPLS bootstrapping. The test results can be seen in the bootstrapping test as follows:

Table 2. Results of the Direct Path Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Transformational Leadership -> Job Satisfaction	0,225	0,245	0,085	2,641	0,009	Significant (Influential)
Transformational leadership -> Employee Performance	0,314	0,316	0,073	4,296	0,000	Significant (Influential)
Job Satisfaction -> Employee Performance	0,460	0,448	0,097	4,763	0,000	Significant (Influential)
Work Environment -> Job Satisfaction	0,372	0,391	0,100	3,708	0,000	Significant (Influential)
Work Environment -> Employee Performance	0,254	0,266	0,082	3,105	0,002	Significant (Influential)

Table 3. Results of the Indirect Path Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Transformational leadership -> Job Satisfaction -> Employee Performance	0,104	0,109	0,046	2,246	0,025	Mediating
Work Environment -> Job Satisfaction -> Employee Performance	0,171	0,175	0,057	2,974	0,003	Mediating

Source: Data processed from research sources in 2024

The basis for testing the hypothesis is the value found in the path coefficients output. This test examines the influence of one variable on another by examining the parameter coefficient values shown in the original sample description and the significance value by examining the t-statistic value of 1.96. This test uses the path-strapping algorithm.

5. Discussion

The Effect of Transformational Leadership on Employee Performance

The findings indicate that transformational leadership contributes positively to employee performance. This result suggests that leaders who inspire, provide clear direction, intellectual stimulation, and individual attention can encourage employees to perform their duties more effectively. Employees tend to demonstrate higher commitment and responsibility when they perceive that their leaders support personal development and organizational goals simultaneously. In the context of BPBD DKI Jakarta, transformational leadership plays an important role in fostering employee readiness and adaptability in carrying out public service responsibilities under dynamic working conditions. These findings are consistent with Transformational Leadership Theory, which argues that leaders can influence employee attitudes and behaviors through vision, motivation, and personal engagement. Employees who feel inspired by their leaders are more likely to exert greater effort and contribute positively to organizational performance. The results support previous studies by Buil et al. (2019), Muizu (2019), Fajrin (2018), and Walean et al. (2022), which concluded that transformational leadership positively affects employee performance.

The Effect of Work Environment on Employee Performance

The study also demonstrates that the work environment positively influences employee performance. A supportive work environment allows employees to perform their duties comfortably and efficiently. Physical conditions such as workplace safety, cleanliness, and adequate facilities, along with non-physical aspects such as communication and teamwork, create a favorable atmosphere that encourages employees to achieve organizational objectives. From a theoretical perspective, a conducive work environment facilitates employee productivity by reducing work-related obstacles and improving psychological well-being. Employees who perceive their workplace positively tend to exhibit stronger motivation and greater focus on completing assigned tasks. This finding aligns with previous studies by Adha et al. (2019), Putri et al. (2019), and Al-Omari and Okasheh (2020), which found that work environment conditions significantly contribute to employee performance.

The Effect of Job Satisfaction on Employee Performance

The results reveal that job satisfaction positively affects employee performance. Employees who are satisfied with their work tend to demonstrate positive attitudes, stronger organizational commitment, and a greater willingness to contribute to organizational success. Satisfaction derived from compensation, career opportunities, supervision, and job security encourages employees to perform their responsibilities more effectively. This finding supports Expectancy Theory, which explains that employees are motivated to perform when they believe that their efforts will result in desirable outcomes. Job satisfaction reflects the extent to which an organization fulfills employee expectations. Consequently, satisfied employees are more likely to maintain high performance standards. These findings are consistent with previous studies conducted by Sudiardhita et al. (2018), Safitri and Astutik (2022), Walean et al. (2022), and Karatepe et al. (2022), which reported a positive relationship between job satisfaction and employee performance.

The Effect of Transformational Leadership on Job Satisfaction

The findings indicate that transformational leadership positively influences job satisfaction. Leaders who provide support, recognition, guidance, and development opportunities contribute to positive employee perceptions of their work experiences. Employees are more likely to feel valued and appreciated when leaders actively involve them in organizational processes and acknowledge their contributions. Transformational leaders foster trust and strengthen emotional connections between employees and the organization, thereby enhancing job satisfaction. This result supports the argument that leadership quality is one of the most important determinants of employee attitudes toward work. The findings are consistent with previous studies conducted by Buil et al. (2019), Banks et al. (2022), Putra and Abadiyah (2022), and Walean et al. (2022), which concluded that transformational leadership significantly improves job satisfaction.

The Effect of Work Environment on Job Satisfaction

The results also indicate that the work environment positively affects job satisfaction. Employees tend to feel more satisfied when they work in environments that provide comfort, safety, and positive social interactions. A supportive organizational climate enables employees to perform their responsibilities without excessive stress and creates a sense of belonging within the organization. The findings suggest that employee satisfaction is not only influenced by financial rewards but also by workplace conditions that support employee well-being. Employees who perceive favorable work conditions generally report more positive work experiences and stronger attachment to the organization. These findings support previous studies by Ramban and Edalmen (2022), Putra and Abadiyah (2022), Safitri and Astutik (2022), which found that work environment quality significantly contributes to job satisfaction.

The Mediating Role of Job Satisfaction in the Relationship between Transformational Leadership and Employee Performance

The findings indicate that job satisfaction serves as an important mechanism through which transformational leadership enhances employee performance. Transformational leadership influences employee performance not only directly but also indirectly by increasing employee satisfaction. Employees who view leadership practices positively are more likely to feel satisfied

with their jobs, which in turn encourages higher performance. This finding suggests that leadership effectiveness is strengthened when employees develop positive emotional responses toward their work. In other words, transformational leadership creates positive work experiences that increase employee satisfaction and ultimately improve performance outcomes. The results are consistent with previous studies conducted by Carvalho et al. (2020), Buil et al. (2019), Putra and Abadiyah (2022), and Walean et al. (2022), which identified job satisfaction as an important mediating variable linking leadership and performance.

The Mediating Role of Job Satisfaction in the Relationship between Work Environment and Employee Performance

The study also demonstrates that job satisfaction mediates the relationship between work environment and employee performance. A positive work environment contributes to employee satisfaction, which subsequently encourages better performance. Employees who experience supportive workplace conditions tend to develop positive attitudes toward their jobs and are more willing to invest effort in achieving organizational goals. These findings imply that organizations seeking to improve employee performance should not only create favorable working conditions but also ensure those conditions enhance employee satisfaction. Through increased satisfaction, the positive effects of the work environment can be translated into improved employee performance. The findings support previous research by Ramban and Edalmen (2022), Safitri and Astutik (2022), and Putra and Abadiyah (2022), which reported that job satisfaction mediates the relationship between work environment and employee performance.

6. Conclusion

This study demonstrates that transformational leadership, work environment, and job satisfaction significantly contribute to improving employee performance at BPBD DKI Jakarta. The originality of this research lies in positioning job satisfaction as a mediating mechanism that explains how leadership practices and workplace conditions are translated into higher employee performance within a disaster management organization operating under dynamic and high-pressure conditions. Beyond its contextual contribution, the study advances human resource management literature by reinforcing job satisfaction as a key psychological mechanism linking organizational practices to performance outcomes, thereby providing a more comprehensive explanation of employee performance in public-sector organizations. These findings confirm that effective leadership and supportive work environments generate stronger performance when they simultaneously enhance employees' job satisfaction.

From a managerial perspective, BPBD DKI Jakarta should strengthen transformational leadership through leadership development, coaching, and communication programs while improving workplace conditions that foster collaboration, safety, and employee well-being. Regular monitoring of job satisfaction should also become part of organizational performance management to maximize employee effectiveness. This study is limited by its focus on a single public-sector institution and its cross-sectional design, which restricts broader generalization and causal inference. Future empirical research should examine the proposed mediation model across diverse public organizations, including emergency response, healthcare, education, and local government institutions, using larger samples and longitudinal designs to validate further and extend the proposed human resource management framework.

Recommendation

BPBD DKI Jakarta should implement an integrated leadership development program combining transformational leadership training, coaching, and employee satisfaction initiatives to strengthen organizational resilience. Management should prioritize employee well-being through regular satisfaction assessments, recognition programs, and supportive communication practices that foster a collaborative organizational culture. Continuous workplace improvement should include enhancing physical facilities, teamwork, and psychological safety to sustain employee engagement. In addition, BPBD should establish a performance-monitoring system using periodic satisfaction surveys, performance indicators, and leadership evaluations to track progress, identify areas for

improvement, and support evidence-based human resource decisions, ultimately ensuring sustainable public service performance and organizational effectiveness.

Limitations and avenues for future research

This study is limited to employees of BPBD DKI Jakarta, which may restrict the generalizability of the findings to other public-sector organizations. In addition, the study relies on cross-sectional survey data, which only captures employee perceptions at a specific point in time. Future research should include broader organizational settings, larger sample sizes, and longitudinal designs to examine changes in employee behavior over time. Researchers may also incorporate additional variables such as organizational commitment, employee engagement, organizational culture, or work motivation to provide a more comprehensive understanding of the determinants of employee performance.

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