



Elevate The Employee Performance: Interplay of Job Satisfaction as Moderating on Transformational Leadership Style and Work Environment

Zulher¹, Suarni Norawati², Fadlan Effendi³, Citrawati Jatiningrum⁴

Department of Postgraduate Magister Management program, STIE Bangkinang^{1, 2, 3}

Faculty of Economics and Business, Institut Bakti Nusantara⁴

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Abstract

This study meticulously examines the moderating effect of job satisfaction on the relationship between transformational leadership, work environment, and employee performance in civil service police units members of Kampar Regency. The research method employs the SEM-PLS approach to provide better triangulation and elaboration of cases. Data is collected through surveys and follow-up interviews with civil service police officers in Kampar Regency as respondents. The findings reveal that transformational leadership style has a significant positive effect on employee performance, while the work environment has no significant effect. Transformational leadership style significantly influences performance through job satisfaction as a mediator. However, the work environment has no significant effect on performance through job satisfaction. These results highlight that leadership style and job satisfaction undeniably influence employee performance, but their effectiveness depends on various situational and contextual factors in civil service police units as public service agencies.

Peningkatan Kinerja Karyawan: Interaksi Kepuasan Kerja sebagai Moderasi pada Gaya Kepemimpinan Transformasional dan Lingkungan Kerja

Abstrak

Penelitian ini secara cermat mengkaji pengaruh moderasi kepuasan kerja terhadap hubungan antara kepemimpinan transformasional, lingkungan kerja, dan kinerja pegawai di satuan polisi anggota pamong praja kabupaten Kampar. Metode penelitian yang digunakan menggunakan pendekatan SEM-PLS untuk memberikan triangulasi dan elaborasi kasus yang lebih baik. Pengumpulan data dilakukan melalui survei dan wawancara lanjutan dengan responden polisi pamong praja di Kabupaten Kampar. Hasil penelitian menunjukkan bahwa gaya kepemimpinan transformasional berpengaruh positif signifikan terhadap kinerja pegawai, sedangkan lingkungan kerja tidak berpengaruh signifikan. Gaya kepemimpinan transformasional berpengaruh signifikan terhadap kinerja melalui kepuasan kerja. Namun, lingkungan kerja tidak berpengaruh signifikan terhadap kinerja melalui kepuasan kerja. Hasil ini menunjukkan bahwa gaya kepemimpinan dan kepuasan kerja tidak dapat disangkal mempengaruhi kinerja pegawai, tetapi efektivitasnya bergantung pada berbagai faktor situasional dan kontekstual di satuan polisi pamong praja sebagai lembaga pelayanan publik.

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✉Correspondence Address

Institutional address: STIE Bangkinang, Kepulauan Riau

Email: suarnipascabangkinang@gmail.com

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INTRODUCTION

Leaders play a pivotal role in shaping the policies and procedures that guide an organization's operations. According to Northouse (2021) stated that leaders influence the direction and the policies of their organizations through their vision and strategic thinking. Leadership also is an important factor in determining the policies of each activity to be carried out. As Yukl & Gardner (2020) highlights that leaders are responsible for articulating a vision that aligns with the organization's mission and values. This vision serves as a roadmap for employees, providing clarity on the goals to be achieved and the means to achieve them. Leaders must also be adept at communicating this vision and ensuring that it is embraced by all members of the organization. Work environment also has a significant impact on employee performance, as supported by previous studies Lai et al. (2020); Zhenjing et al. (2022a) that highlight the importance of a positive work environment in fostering optimal job outcomes and improving employee performance. In order to inspire workers or employees to accomplish company objectives, leadership is crucial. Leadership style vary widely depending on the unit's specific context Transformational leadership, which emphasizes motivation and inspiration, plays a vital role in enhancing organizational culture and achieving excellence (Chun et al., 2016; Dust et al., 2014). Lasrado & Kassem (2020) found that transformational leadership fosters an inclusive culture that leads to higher employee participation and overall organizational success. By promoting engagement and continuous improvement, transformational leaders help create an environment conducive to organizational excellence. According to Siagian (2016), transformational leadership is a factor that can influence employee job satisfaction.

Transformational leadership is a leader who pays attention to employees in dealing with various problems and leaders who always know the development needs of these employees.

Leadership style also influences performance besides affecting job satisfaction (Robbins & Coulter, 2010; Wang et al., 2023). Robbins & Coulter (2010) stated that transformation leaders are leaders who stimulate and inspire (transform) subordinates to achieve maximum work results. Leadership style basically contains an understanding as a manifestation of the behavior of a leader, which concerns his ability to lead Zaharuddin et al. (2021). The research results of Aulia et al. (2015), found that transformational leadership style has an effect on the performance employees. Meanwhile Sukarja & Machasin (2015) in their research found that leadership partially did not have a direct significant effect on employee performance. Likewise, with Anatan (2014) which found that leadership has a less strong effect on employee performance. Thus, there is still a research gap found in this study. Another factor that can affect job satisfaction and employee performance besides leadership is the work environment. The opinion expressed by Afandi (2018), which states that the work environment is a very important factor in the organization. A conducive work environment increases employee morale, so that employees can achieve satisfaction at work. However, opinions differ from the results of research, while (Bodroastuti et al., 2020), where the work environment has a positive and insignificant effect on job satisfaction. On the other hand, As'ad (2003) argues that job satisfaction affects employee performance. This opinion is in accordance with the research of, who found that job satisfaction affects employee performance. The results are the same as the research by Mardiana Yusuf et al. (2012), namely job satisfaction has a sig-

nificant effect on employee performance. However, it is different from Dhermawan et al. (2012) which concluded that there was no significant effect of job satisfaction on employee performance.

Several previous studies on transformational leadership impact on employee performance still present mixed results, highlighting the complexity and multifaceted nature of this relationship. While Northouse (2021) emphasizes the importance of strategic vision and policy setting in achieving organizational success, Yukl & Gardner (2020) points out that adaptability and responsiveness to change are equally crucial. Additionally, Lai et al. (2020) demonstrates the positive effects of transformational leadership on employee engagement and performance, yet other research suggests that not all leadership styles yield consistent outcomes across different organizational contexts. Previous research illustrate that fostering innovation and creating a supportive climate for creativity are vital for long-term success, but the extent of this impact can vary based on industry, organizational culture, and external factors (Bass & Bass, 2008; Wang et al., 2023). Thus, while leadership undeniably influences organizational achievement, its effectiveness is contingent upon various situational and contextual elements. In particular, there are research gaps and doubtful inclusions in previous studies related to transformational leadership and job satisfaction. Dhermawan et al. (2012) documented that transformational leadership affects employee job satisfaction. Likewise, Nugroho (2018) also found that the transformational leadership style has a positive and significant effect on job satisfaction. Meanwhile, Thamrin (2012) shows that transformational leadership has no significant effect on job satisfaction.

The novelty in this research, this study makes an important and novel contri-

bution to elevate the government employee performance by proved the job satisfaction as moderating variable between transformational leadership styles and work environment to improve employee performance. In particular, still a lack of consensus of previous studies to support job satisfaction more reinforce the employee performance. Anatan (2014) found that transformational leadership style has an indirect effect on employee performance. Then the work environment influences performance through job satisfaction. Chandra (2018) concludes that there is a positive and significant influence of the work environment on employee performance through job satisfaction. However, different results from research by Lestari et al. (2014), which job satisfaction does not significantly moderate the influence of environment and competence on employee performance (in companies Banking in Pekanbaru City). This study has conducted with the staff of the Public Service Police Unit in Kampar Regency, whose aim is to provide the best possible service to the community. However, there are frequent issues where many people are disappointed with the existence of the Civil Police. This shows the poor performance of the members of the civil service police unit. From the results of the observations, it appears that the leadership does not inspire or encourage the employees to achieve maximum work results and the leadership does not monitor all the activities of the employees. In addition, the phenomenon that the work environment is not conducive was found as there is a lack of good cooperation between colleagues, the work environment does not support work activities and there is a lack of good communication between subordinates and superiors.

This study purposes to examine the role of job satisfaction on the relationship transformational and work environment with employee's performance, especially

related to the provision of salaries, benefits and incentives, it has an impact on the achievement of employee work. Based on discussion above and existence of research gap this study aims to examine the effect of transformational leadership style and work environment on the employee performance of Civil service police unit members of Kampar Regency.

The grand theory of organizational behaviour serves as the foundation for this investigation. According to Robbins & Judge (2019), organizational behaviour is the study of how individuals, groups, and organizational structure affect behaviour with the goal of applying this knowledge to improve an organization's effectiveness. Motivation, leadership, collaboration, communication, and organizational structure are only a few of the many subjects covered by organizational behaviour. An overview of the main ideas and theories in organisational behaviour will be given in this survey of the literature, with an emphasis on current studies and applications. The significance of autonomy, competence, and relatedness in inspiring employees is emphasized by more modern ideas such the self-determination theory (Ryan & Deci, 2000). Since leadership has a big impact on employee performance and company culture, it's another important topic in organizational behaviour. As an illustration, transformational leadership emphasizes inspiring and encouraging followers to reach extraordinary goals and realize their own leadership potential (Bass & Riggio, 2006). Employee performance is also a critical factor for organizational success, and it is influenced by various factors such as leadership style, work environment, and job satisfaction. This literature review aims to synthesize the existing research on the relationship between transformational leadership style, work environment, job satisfaction, and employee performance. Transformational leadership remains a vi-

tal area of study in organizational behavior and leadership research (Beerel, 2021).

Transformational leadership refers to the process of building commitment to organizational goals and empowering followers to achieve those goals (Zehndorfer, 2020). Transformational theory studies how leaders change organizational culture and structure to be more consistent with management strategies for achieving organizational goals. According to (Rahmi & Aziz, 2017), transformational leadership is a leadership style that involves major changes in the attitudes and assumptions of followers and builds commitment to the mission, goals and strategies of the organization. Transformational leaders are agents of change and act as catalysts, namely leaders who give the role of changing the system for the better. Catalyst is another name for a transformational leader because he plays a role in improving all existing human resources. Trying to provide a reaction that generates maximum enthusiasm and work power, always appearing as a pioneer and change agent.

Transformational leadership can successfully change the status quo in their organizations by practicing appropriate behavior at each stage of the transformation process (Muharlisiani et al., 2020). Transformational leadership is also a leader who has a certain way of influencing his subordinates. Thus, subordinates feel there is trust, pride, loyalty and respect for superiors, and they are motivated to do more than what is expected. Hur et al. (2021) investigated the effect of self-efficacy on job performance through creativity, with the moderating roles of customer incivility and service scripts. The study found that transformational leadership style positively influenced employee performance, and this relationship was moderated by customer incivility and service scripts. Transformational leadership is able to transform and motivate followers accor-

ding to (Nurkholis, 2013) by encouraging subordinates to prioritize the organization rather than self-interest and making subordinates aware of the importance of a job, and activating the needs of followers at a higher level. Applying the right transformational leadership style can result in high employee performance, work motivation for employees, greater work output, and internal rewards. This is because the transformational leadership style can help employees become more confident in achieving existing goals and work in a direction that will lead to achieving higher goals in the future.

Transformational leadership and a good work environment can influence job satisfaction. Job satisfaction is one of the factors that play a role in increasing one's performance. Job satisfaction is the attitude or feelings of employees towards pleasant or unpleasant aspects of work that are in accordance with the assessment of each employee Badriyah (2015). Leadership style besides influencing job satisfaction, also influences employee performance. According to Robbins & Coulter (2010) that transformational leaders are leaders who stimulate and inspire (transform) subordinates to achieve extraordinary results. This shows that a leader with this leadership style will be able to motivate employees to always work optimally. Joushan et al. (2015) found that transformational leadership style has an effect on employee performance. Meanwhile, Sukarja & Machasin (2015) research results show that leadership partially does not have a significant direct effect on employee performance. Then Anatan (2014) found that leadership has less strong influence on employee performance. Based on the description above, the first hypothesis can be formulated in this study, namely:

H1: Transformational leadership has a significant effect on employee performance

A conducive work environment can support a high level of work productivity, so that it will be able to increase the productivity of an organization. A comfortable work environment will be able to create a sense of passion at work so as to avoid feeling bored and tired. A conducive work environment provides a sense of security and allows employees to work optimally. If employees like their work environment, then employees will feel at home at work, carry out their activities so that work time is used effectively. Nuraini & Evianah (2019) stated that the work environment is everything that is around the employee and can influence the carrying out of the tasks assigned to him, for example by having an Air Conditioner (AC), adequate lighting and so on. According to Sedarmayati (2017), the type of work environment consists of a physical work environment and a non-physical work environment. The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. While the non-physical work environment is all the conditions that occur related to work relations, both relationships with superiors, as well as relationships with fellow co-workers or relationships with subordinates.

Afandi (2018) explained that a conducive work environment provides a sense of security and allows employees to work optimally. If an employee likes the work environment where he works, then the employee will feel at home at work, carry out his activities so that work time is used effectively. Conversely, an inadequate work environment will reduce employee performance. Kusumo (2018) found that there is a positive and significant influence of the work environment on employee performance at PMI Yogyakarta City. Rusmiati et al. (2021) analyzed the impact of risk and workload on motivation and employee performance. The study found

that work environment, specifically workload, negatively influenced employee performance. Based on the description above, the second hypothesis in this study is;

H2: Work environment has a significant effect on employee performance

Sedarmayati (2017) argued that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Hamali (2016) that performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributes to the economy. Factors that influence performance include leadership, work environment and job satisfaction. Additionally, research by Damayanti et al. (2018) showed that employees performance requirements at work will lead to job satisfaction, where a pleasant emotional state or emotional state resulting from assessing one's work or experience is known as job satisfaction. A pleasant workplace will enhance an employee's contribution to the company they work for.

Employee performance is basically formed after employees feel satisfied, because their needs are met. The interesting thing to discuss is the direct and indirect influence of these variables on performance. Evidence proved that higher job satisfaction is generally correlated with higher performance, higher citizenship behaviour, and lower levels of counterproductive conduct Masydzulhak et al. (2016). Furthermore, there is evidence from various research that job satisfaction affected performance (Deswarta, 2017; Silitonga & Widodo., 2017; Wiarah & Manik, 2014). A good worker will always be able to produce the most work possible in order to

meet organizational goals. Based on the description above, the third hypothesis in this study is:

H3: Job Satisfaction has a significant effect on employee performance

Contentment job Satisfaction as a moderator in this study, with a complex concept, job satisfaction encompasses both the degree to which an employee's expectations are fulfilled and their emotional reaction to their working environment. Anom et al. (2023). A supportive work environment and transformational leadership are more likely to be well-received by contented employees, which in turn improves performance. Job satisfaction significantly moderates the relationship between transformational leadership and employee performance. (Lasrado & Kassem, 2020; Wang et al., 2023). Employees who report high levels of job satisfaction are more positively influenced by transformational leaders, resulting in better performance. Similarly, a positive work environment enhances the impact of job satisfaction on performance (Wang & Chen, 2012; Zhenjing et al., 2022a).

Hur et al. (2020) found that transformational leadership style positively influenced employee performance, and this relationship was moderated by satisfaction. Employee's emotional reaction to their working environment and the degree to which their expectations are fulfilled are two important aspects of the complicated concept of job satisfaction. Contented workers are more receptive to transformative leadership and a positive work atmosphere, which enhances output. Job satisfaction is the state of being at ease at work. It can be attributed to various factors such as career development opportunities, compensation, coworker interaction, type of work, job placement, and so forth. mileage in addition to others, Employees will have a sense of fulfilment

if all requirements are satisfied. On the other hand, the employee's degree of satisfaction will drop if it is not met. Feelings connected to the workplace include pay or salary earned, chances for professional growth, connections with coworkers, job placement, nature of work, organizational structure of the company, and level of supervision. Regarding himself, he feels a sense of age, health, ability, and knowledge. If all of these requirements are accomplished, workers will be satisfaction in their jobs (Amaliyah & Herwiyanti, 2019; Prayuda, 2019; Shodiq, 2021).

Line the proposed moderation role that transformational leadership style performance through employee job satisfaction. This means that the better the leadership, the more the employee's job satisfaction is achieved so that work results or performance will be maximized and vice versa. The above opinion is proven by research conducted by Nugroho (2018) that job satisfaction has a role in mediating the effect of transformational leadership style on the employee performance. Meanwhile, Anatan (2014) found that transformational leadership style has an indirect effect on employee performance. Based on the description above, it can be formulated the fourth hypothesis in this study, namely:

H4: Transformational leadership has a significant effect on employee performance through job satisfaction.

According to Wibowo (2014) suggests that job satisfaction is a positive feeling about work as a result of evaluating its characteristics. Jobs require interacting with coworkers and superiors, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions, and the like. Badriyah (2015) suggests that job satisfaction is the attitude or feelings of employees towards pleasant or unpleasant as-

pects of work that are in accordance with the assessment of each worker. Martoyo (2015) that job satisfaction is intended as an employee's emotional state where there is or does not occur a meeting point between the value of employee remuneration from the company/organization with the level of reward value that is desired by the employee concerned.

The behavioral impact of job satisfaction and dissatisfaction has been widely researched and studied. Some of the results of research on the impact of job satisfaction, Sutrisno (2014), the impact on productivity, the impact on absenteeism and employee turnover, and the impact on health. Basically, job satisfaction concerns a person's attitude towards the environment in which he works. The more positive his attitude towards various aspects of the work environment, the more satisfied he will be. Vice versa, the more negative his attitude towards the work environment around him, he feels dissatisfied (Ayamolowo et al. 2013). Therefore, human resource management must understand the nature of job satisfaction and how to manage it. According to Darsono & Tjatjuk (2014) that mentally challenging work (new jobs that are difficult to do), adequate wages, supportive working conditions and pleasant co-workers are also four factors that encourage job satisfaction. Many theories about the factors that influence job satisfaction. However, experts classify it in five aspects. According to Hartatik (2014) first, the work itself (work itself), second, superiors (supervisors), fair and proper remuneration. Job satisfaction can also be a variable between the influence of the work environment on performance. Dewi (2017) documented that work environment has a significant effect on performance through job satisfaction. Then Chandra (2018) found that there is a positive and significant influence of the work environment on employee performance

through job satisfaction. Then the research by Aulia et al. (2015), shows that the work environment influences employee job satisfaction at. Therefore, the fifth hypothesis in this study is:

H5: Work environment has a significant effect on employee performance through job satisfaction.

The research model developed in this study can be seen in Figure 1. This research model was developed from several theories and the results of previous studies described above. Research by Aulia et al. (2015), showing that job satisfaction affects employee performance. Then Coulter & Robbins (2010) stated that transformational leaders are leaders who stimulate and inspire (transform) subordinates to achieve extraordinary results. The application of the right transformational leadership style can produce high employee performance, besides that it has an impact on employee job satisfaction. Furthermore, a good work environment greatly influences employee job satisfaction, according to Afandi (2018) the work environment is a very important factor in the company. A good work environment will support a high level of work productivity, so that it will be able to increase the productivity of the company concerned. On the other hand, it is

also necessary to know that transformational leadership can increase employee job satisfaction so that performance will also increase and vice versa. The same goes for the work environment. A conducive work environment will increase job satisfaction and have an impact on employee performance and vice versa. The following is the research model developed in this study.

METHOD

Data and Sample

This study uses a qualitative descriptive research design. This research sample taken by the Civil Service Police, Kampar Regency. This study uses primary data and secondary data obtained by interviews, questionnaires, observation, and documentation. The population of this study were all employees at the Civil Service Police Unit Headquarters, Kampayang Regency, totaling 384 people. Finally, the number of samples in this study were 196 employees or members of Civil service police unit, Kampar Regency. Sampling was done by simple random method.

The research model used in this research is a tiered structure model and to test the proposed hypothesis the SEM (Structural Equation Modeling) analysis technique is used which is operated through the

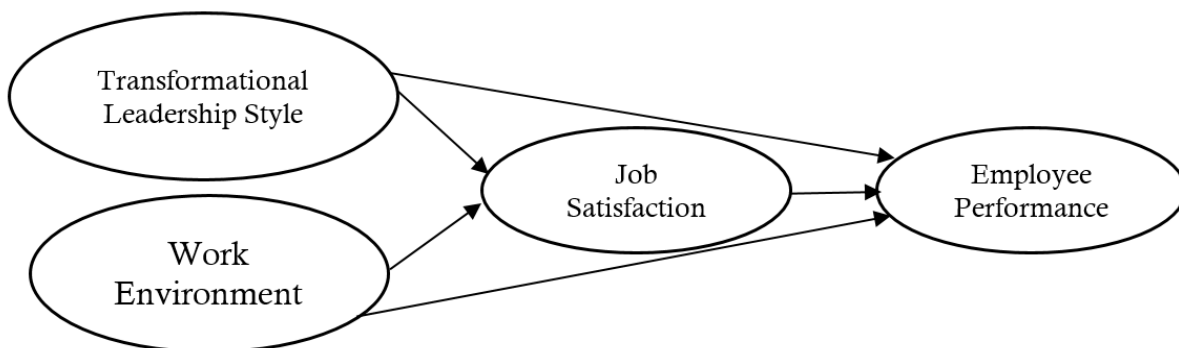


Figure 1. Framework of Research

Table 1. Variables, Definition Variables and Indicators

Variables	Definition	Indicators
Employee Performance (Y)	Employee performance is the outcome of work toward organizational objectives like efficacy, efficiency, and other performance metrics (Gibson, Ivancevich, 2010).	1) Quality ofwork; 2) Promptness (Timeliness); 3) Initiative (initiative in completing tasks); 4) Capability (ability to complete tasks); and 5) Communication (ability to cooperate with other parties (Sedarmayati, 2017)
Transformational Leadership Style (X ₁)	Transformational leadership is an approach to leadership that involves inspiring subordinate and implementing essential changes to align with the objectives of the company. Behaviours that are intended to inspire, encourage, and extend the perspective of their subordinates are indicative of effective management. Consequently, as motivation is a key component of transformational leadership, managers should encourage employees to go beyond their current sense of capability. According to (Bass & Bass, 2008)	1)Motivating subordinates to excel, 2) Encourage solving problems, 3) Drive innovative work. 4) Convey ideas to achieve the set standards 5) Show an optimistic attitude (Muharlisiani et al., 2020; Robbins & Coulter, 2010),
Work Environment (X ₂)	The work environment is a condition of everything around an employee's workplace that is able to influence him in carrying out his job. (Hurley et al., 2002)	1) Communication; 2) Decision making; 3) Stress/chaos; and 4) Changes made; 5) Social and activity (Cohen, 2013; Molina-Hernández et al., 2021; Ohman-Strickland et al., 2008)
Job Satisfaction (Z)	Job satisfaction is a positive emotional state obtained from evaluating experiences a person's work (Anom et al., 2023).	Recognition for work, responsibility, 2) Promotion, 3) Aspects related to the content of the task 4) Schedules, Remuneration, 5) Physical Of Reinforcement 6) Motivation 7) Pension and Health Insurance (Ayamolowo et al., 2013)

Smart PLS Version 3.00 program. Analyzing the research model with SEM can identify the dimensions of a construct and at the same time measure the influence or degree of relationship between factors whose dimensions have been identified. After a theory or theoretical model has been developed and described in a flowchart, the researcher can begin to convert the model specifications into a series of structural equations as follows:

$$Z = \beta_1 X_1 + \beta_2 X_2 + Z_1$$

$$Y = + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + Z_2$$

Information :

Z = Job Satisfaction

Y = Performance

X_1 = Transformational Leadership Style

X_2 = Work Environment

$\beta_1 - \beta_5$ = Regression Coefficient

Parameter estimation in PLS includes 3 things: 1) The weight estimate used to create the latent variable scores. 2) Estimation of the path (path estimate) that connects between later variables and estimates of loading between latent variables and their indicators. 3) Means and parameter locations (constant values, regressions and intercepts for indicators and latent variables).

RESULT AND DISCUSSION

Before test the hypothesis, the process should test the validity of the research instrument. The results of the validity test are shown in Table 2.

In Table 1 it presents the results of the convergent validity test which shows the factor-loading value and the AVE (Average Variance Extracted) value or in other words the average value of the extract for each indicator is above 0.5 ($AVE > 0.5$), this result explains that the indicators of each variable can be declared convergently

valid, or the convergent validity requirements have been met. Then the reliability test was carried out using Cronbach's Alpha (CA) and the Composite Reliability (CR) value. The results of the instrument reliability test obtained values as presented in Table 3.

Table 3 presents the results of reliability testing for research instruments, where from the data processing results obtained Cronbach's Alpha and Composite Reliability values for each research variable were above 0.7. These results explain that all the instruments used in the research are reliable or reliable for analysis. Before testing the research hypothesis apart from testing the instrument, in the PLS-SEM model testing procedure, the researcher must test the suitability of the model (Model Fit) to see whether the model used in the study is appropriate or fit, among the criteria that can be used to test model fit, the researcher chooses SRMR (Standardized Root Mean Square) with the criteria of having an SRMR value < 0.1 . From the results of data processing, the results are as shown in Table 4.

According to Table 4, it is known that the SRMR value is 0.060. This value is lower than 0.1 or $0.060 < 0.1$. These results explain that the assumptions of model fit have been fulfilled, so that the model is said to be suitable for use as an analytical tool and a hypothesis testing tool in this study. Besides that, the model used in this study can be used to predict future conditions. The coefficient of determination (R-squared) is a coefficient that shows what percentage of the variance of a variable can explain the dependent variable. The higher the r-squared value, the better the independent variable is in explaining changes in the dependent variable, and vice versa if the r-squared value is closer to zero, it means that the ability of the independent variable is lower in explaining changes in the dependent variable. Therefore, it is ho-

Table 2. Results of Testing the Validity of Research Instruments

Construct	Indicator	Outer-Loading	AVE	Conclusion
Employee Performance (Y)	K1	0.780	0.612	Valid
	K2	0.793		Valid
	K3	0.834		Valid
	K4	0.811		Valid
	K5	0.687 ^b		Valid
Transformational Leadership Style (X ₁)	TL1	0.715	0.647	Valid
	TL2	0.865		Valid
	TL3	0.791		Valid
	TL4	0.802		Valid
	TL5	0.840		Valid
	TL6	0.846		Valid
	TL7	0.761		Valid
Work Environment (X ₂)	LK1	0.819	0.745	Valid
	LK2	0.851		Valid
	LK3	0.898		Valid
	LK4	0.918		Valid
	LK5	0.848		Valid
	LK6	0.839		Valid
Job satisfaction (Z)	KK1	0.866	0.767	Valid
	KK2	0.902		Valid
	KK3	0.902		Valid
	KK4	0.921		Valid
	KK5	0.872		Valid
	KK6	0.842		Valid
	KK7	0.824		Valid

Notes: a = factor-Loading value <0.50, b = factor-Loading value > 0.50 - <0.70. n = 196

Source: Data Processed SmartPLS 3.

Table 3. Reliability Test Results

Construct	CA	CR				
Job Satisfaction	0.949	0.958	0.876			
Employee Performance	0.840	0.887	0.480	0.783		
Work Environment	0.937	0.946	-0.168	-0.118	0.863	
Transformational Leadership Style	0.909	0.927	0.344	0.324	-0.312	0.804

Notes: Diagonal line (bold) is the AVE root of the correlation between constructs, CA: Cronbach Alfa, CR: Composite Reliability, AVE: Average Variance Extracted

Source: Data Processed SmartPLS 3.

Table 4. Model Fit Test Results

	Saturated Model	Estimated Model
SRMR	0.060	0.060
d ULS	1.190	1.190
d_G	0.636	0.636
Chi-Square	650.435	650.435
NFI	0.838	0.838

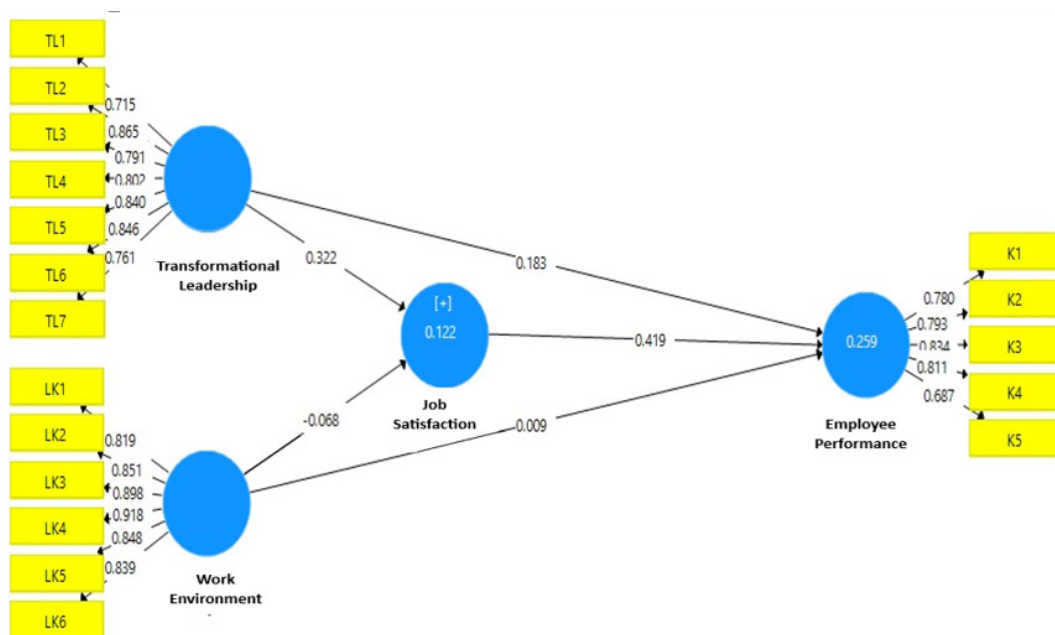
Source: Data Processed Smart PLS 3

ped that the results of this study can provide a higher r-square value, meaning that the determination of the variables in the research model or analysis tool is correct, and the results of data processing can contribute to formulating policies based on the results of this study. Based on the results of data processing, the r-square value of this research model is obtained, and the results are as shown in Figure 2.

Figure 2, the r-square value of the path to the dependent variable job satisfaction is 0.122, meaning that the transformational leadership style and work environment are able to explain the dependent variable, namely job satisfaction by 12.2%.

Then the r-square value of the dependent variable performance obtained results of 0.259, meaning that the variables of transformational leadership style, work environment and job satisfaction are able to explain changes in performance of 25.9%. Thus, based on the results of data processing, it can be said that the variables analyzed in this study, and the modeling is good, meaning that the selection of dependent, moderating and independent variables is good.

Hypothesis testing is done by looking at the significance value and coefficient value for each hypothesis path. The results of path testing are presented in Table 5

**Figure 2.** Model Fit with R-Square

Source: Data Processed SmartPLS 3

Tabel 5. The Result of Hypothesis Test

Construct	Direct Effect	Indirect Effect	p-value	Decision
H1: Transformational Leadership Style → Employee Performance	0.183*		0.021	Supported
H2: Work Environment → Employee Performance	0.009		0.894	Not-Supported
H3: Job Satisfaction → Employee Performance	0.419**		0.002	Supported
H4: Transformational Leadership Style → Job Satisfaction → Employee Performance		0.135**	0.000	Supported
H5: Work Environment → Job Satisfaction → Employee Performance		-0.028	0.324	Not-Supported
R ²	0.122	0.259		
Observations	196	196		

Notes: **P < 0.01, *P < 0.05, n= 196

Source: Data Processed SmartPLS 3

Table 4 presents the results of first hypothesis (H1), that it is suspected that the transformational leadership style has a significant effect on employee performance at Civil service police unit Kampar Regency. The results of data processing obtained that the p-value t calculated the transformational leadership style variable was 0.021. The calculated p-value of t is lower than alpha, which is $0.021 < 0.05$. Then the regression coefficient of the transformational leadership style variable is obtained at 0.183. These results explain that the transformational leadership style can influence whether or not the performance of Civil service police unit members of Kampar Regency. This finding line with previous research which documented that the effects of transformational leadership on worker performance have been thoroughly investigated (Astuty & Udin, 2020; Buil et al., 2019; Chen et al., 2018; Judge & Piccolo, 2004). According to the literature, transformational leadership significantly improves worker performance in a variety of organizational contexts and scales.

Performance is the level of achievement of the implementation of tasks by an individual or workforce in a certain period on the basis of standards set by the leadership. Every organization always demands good and maximum employee performance. Various efforts will be made by the leadership in the organization, because good individual performance will have an impact on the performance of the agency or organization. Likewise with the leadership at the Civil service police unit Office of Kampar Regency, in achieving the vision, mission and goals of this agency the leadership always demands that the Civil service police unit members they lead can provide maximum work results. The results of a statistical descriptive analysis of the performance appraisal of Civil service police unit members of Kampar Regency, it is known that these Civil service police unit members already have good performance if one pays attention to the indicators used for performance measurement. Then the results of this study prove that the transformational

leadership style has a significant positive effect on the performance of civil service police unit members of Kampar Regency. The results of this study can be accepted at the 95% confidence level. This implies that the transformational leadership style is related to the performance of Civil service police unit members of Kampar Regency. The results of this study support the statement of Mayfield & Mayfield (2021) which proves that transformational leadership style has a positive effect on employee performance. The same thing was also proven by (Abbas & Sara, 2009) in their research stating that if there is a policy in the transformational leadership style it will have a positive influence on employee performance. Acar (2012) proves the same thing that transformational leadership style has a significant effect on employee performance. The phenomenon that was encountered when conducting research at the Civil service police unit Office of Kampar Regency, it was evident that the leaders paid attention to members in all aspects. Then based on the results of interviews with the leadership, he said that the leadership always creates two-way communication from members to the leadership, then the leadership also emphasizes its members to always pay attention to the limits of reasonableness in carrying out discipline in the field. Because there are many violations committed by Civil service police unit members when they are controlling. Here the leadership always reminds its members to prioritize coaching rather than law enforcement. Thus, members can carry out their duties properly at the direction of their leaders.

The second hypothesis (H2) put forward in this study is that the work environment has a significant effect on the employee performance of Civil service police unit members of Kampar Regency. The results of data processing show that the p-value t for the work environment variable

is 0.894. the regression coefficient of the work environment to employee performance is obtained at 0.009. The calculated t -value is greater than alpha, which is $0.894 > 0.05$. However, the findings are different from several previous study. This study not supported, which are found that a positive work environment had a significant effect on employee performance (Dullah et al., 2023; Zhenjing et al., 2022b). Where this study found that the work environment had no significant effect on the performance of civil service police unit members of Kampar Regency. This means that there is no relationship between the work environment and the performance of civil service police unit members in Kampar Regency. Therefore, the results of this study reject the second hypothesis proposed. This finding show that this study related with a physical work environment, where according to respondents' responses that the physical work environment at the Civil service police unit Office of Kampar Regency is good. This means that all the needs of Civil service police unit members can be accommodated, including adequate lighting, fulfillment of work facilities, offices that are far from noise, good office interiors and so on. However, all of this has no impact on the work results or performance of civil service police unit members in Kampar District. Many government offices and agencies in Indonesia lack basic infrastructure, equipment, and resources necessary for effective job performance. Poor working conditions, including inadequate facilities, outdated technology, and limited access to essential resources, can negatively impact the work environment and contribute to job dissatisfaction. The effects of the work environment can be lessened by the nature of the job itself. Jobs requiring a lot of creativity or autonomous thought, for instance, might not be as impacted by the physical work environment. These workers may be highly

motivated by personal accountability and autonomy, which can offset any unfavourable features (Hadiyanti & Setiawardani, 2018). Therefore, whether or not the performance of Civil service police unit members of Kampar Regency is not determined by the conducive or not conducive work environment at the Civil service police unit Office. As previously explained, this is happening, because most members of the Civil service police unit of Kampar Regency do not come to the civil service police unit office, other than that they will carry out surveillance elsewhere, even in the field. Thus, no matter how good the existing physical work environment is, it will not have an impact on employee performance. The results of this study cannot prove the research conducted by Ambarini (2010), where in their findings they can prove that the physical work environment affects employee performance. Rehman & Husnain (2018) proves the same thing, where a good physical work environment has a positive influence on employee performance. Likewise, with Mauulizar et al. (2012) in his research argued that the physical work environment has a positive influence on employee performance. Thus, based on the findings of this study, it can be said that repair or arrangement of work spaces will not be a top priority in making improvements by management in order to improve the performance of Civil service police unit members in Kampar Regency. Moreover, the leadership can formulate policies in other fields that are more appropriate in improving the performance of members, in addition to policies relating to the work environment. Perhaps what must be paid attention to by the leadership is the fulfillment of work facilities for members, both those who are placed in other agencies, as well as those who work in the field.

The third hypothesis (H3) result based on Table 4, put on job satisfaction has a significant effect on the employee

performance of Civil service police unit members of Kampar Regency. The results of data processing show that the p-value t for the work environment variable is 0.001. the regression coefficient of the job satisfaction to employee performance is obtained at 0.419. The calculated t -value is lower than alpha, which is $0.001 < 0.05$. This result means that job satisfaction has significant effect on employee performance. This ensures that to achieve the best results, the company must consider the financial benefits and focus more on work design employee performance. The results of this study are consistent with previous research suggesting that job satisfaction has a notable positive impact on employee performance. Employee performance is greatly impacted by job satisfaction. According to research, motivated, engaged, and committed workers exhibit better levels of job satisfaction, which eventually results in improved output and performance (Sulsky & Smith, 2005). On the other hand, low job satisfaction is linked to declining motivation, more absenteeism, and higher rates of employee turnover all of which have a negative impact on worker performance. To boost job happiness and maximize employee performance, companies therefore frequently place a high priority on fostering happy work environments and offering chances for advancement and recognition.

The fourth hypothesis (H4) proposed in this study is that there is significant an effect of transformational leadership style on the employee performance of Civil service police unit members of Kampar Regency through the variable of job satisfaction. The results of data processing show that the p-value t -count for the influence of transformational leadership style on performance through job satisfaction is 0.000 with a regression coefficient of the variable transformational leadership style of 0.135. Thus, the p-value of t count is lower

than alpha, which is $0.000 < 0.05$. These results explain that there is an influence of transformational leadership style on performance through job satisfaction of Civil service police unit members of Kampar Regency. The sixth hypothesis in this study can be accepted at the 95% confidence level. Employee or individual performance is not only directly influenced by the transformational leadership style, but is also influenced indirectly, because of the mediating role of the job satisfaction variable. The results of this study can prove that the transformational leadership style has a significant effect on the performance of civil service police unit members of Kampar Regency through job satisfaction. These results explain that job satisfaction can act as a mediating variable, a factor that strengthens the influence of transformational leadership style on the performance of civil service police unit members. These results explain that the better the application of the transformational leadership style Wang et al. (2023), the better the job satisfaction so that the morale of the civil service police unit members of Kampar Regency will be better, so that the performance they achieve will also increase and vice versa. The results of this study are in line with research conducted by Nugroho (2018) where the results of his research concluded that the variable job satisfaction has a positive and significant effect on employee performance, and job satisfaction has a role in mediating the effect of transformational leadership style and organizational commitment on employee performance. Based on the results of this study, it is advisable for the leadership or head of the civil service police unit of Kampar Regency to be able to always set an example in various matters, so that members who are under their unit can respect the leadership and can make their leaders proud who are always agents

of change in the agencies where they work so that this will increase the job satisfaction of members which will ultimately have an impact on improving the performance of civil service police unit members of Kampar Regency.

The fifth hypothesis (H5) in this study is that the work environment has an effect on employee performance through the job satisfaction of civil service police unit members of Kampar Regency. The result test shown that the p-value t for the work environment on employee performance through the job satisfaction is 0.324, is greater than alpha, which is $0.324 > 0.05$. While the regression coefficient of the work environment to employee performance is obtained at -0.028. The calculated t-value. This finding explains that there is no effect of mediation role of job satisfaction on the relationship the work environment on employee performance of Civil service police unit members of Kampar Regency. The work environment is one of the factors that determine employee performance. Employee performance is one of the keys to a company's success in achieving success. Therefore, every organization must have a suitable work environment for the continuity of the work of employees or members and improve the performance of its members. A supportive work environment is one that has the ability to engage employees with their performance. Raziq & Maulabakhsh (2015) states that a good work environment increases production and employee performance which in turn will increase organizational effectiveness and can reduce costs incurred by the organization. The results of this study cannot prove that the work environment influences the employee performance of Civil service police unit members of Kampar Regency through job satisfaction. It mean that the fifth hypothesis in this study was rejected.

CONCLUSION AND RECOMMENDATION

This study briefly investigates how job happiness affects how transformational leadership, the workplace, and employee performance interact. Surveys and follow-up interviews are used to gather data, and responders are the Civil Service Police at Kampar Regency. This study concludes that the findings reveal that transformational leadership style has a significant effect on employee performance, while the transformational leadership style has a significant effect on performance through job satisfaction. However, the work environment has no significant effect on performance and work environment has no significant effect on job satisfaction. Practically, the study advocates that organizations should focus on creating and providing a positive workplace environment to improve employee performance. This study also prove that job satisfaction is a critical determinant of employee performance and organizational effectiveness. In addition, in the case of mediating, it had only observed focus on the job satisfaction which triggered employee achievement-striving ability which further improved employee performance. Future research it can be explore another variable which has the potency to enhance the task performance of the employees.

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