

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE IN MANUFACTURING INDUSTRY

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Abstract. The background of this research is leaders who free employees to innovate, but do not meet the standards expected by the company, and a work environment that does not mutually provide positive energy to each employee. The impact of the problem resulted in a decrease in production results produced by employees so that the performance provided was not optimal, and as a result, there were many complaints from consumers.

The purpose of this study is to determine the effect of transformational leadership style and work environment on employee performance through motivation as an intervening variable in the manufacturing industry.

The research method used is quantitative research using a saturated sample with a total of 57 employees as respondents. In this study, the research instrument used was a questionnaire and the data analysis used was SEM using the SmartPLS 4 application.

The results of this study indicate that (1) there is a significant influence of transformational leadership on employee performance. (2) There is a significant influence of Transformational Leadership on Motivation. (3) There is no significant effect of the Work Environment on Employee Performance. (4) There is a significant effect of the work environment on motivation. (5) There is a significant effect of motivation on employee performance. (6) Variable Motivation intervenes and has a significant influence on Transformational Leadership and Employee Performance. (7) Variable Motivation intervenes and has a significant effect between the Work Environment and Performance

Keywords: Transformational Leadership Style, Work Environment, Employee Performance, Motivation.

1 INTRODUCTION

The development that occurs in the embroidery sector in Indonesia has high competition, this is due to the large number of existing embroidery factories. The number of grafting entrepreneurs in the city of Surabaya in 2023 there are 27 grafting entrepreneurs registered on (Google Maps), which was accessed on February 18, 2023.

The role of leadership and work environment is very supportive so that businesses can remain productive (1) If leadership and work environment are good, it will cause employee motivation to increase. Motivation can change employee behavior, which results in performance which automatically makes employee performance better and is expected to meet targets.

Human resources are the most important production factor in the creative economy of embroidery services, called the creative economy because it relies on creative skills to create products and create added value (2)

The creative economy is one of the important factors in driving economic growth. According to the Ministry of Tourism and Creative Economy, in 2020 the creative economy contributed 1,155.4 trillion to GDP. The creative economy is also considered an industry that can accommodate a large number of workers, in 2021 the creative economy contributed a workforce of 16.71% compared to 2020 of only 15.10%. Accessed on June 7, 2023.

According to the Ministry of Trade of the Republic of Indonesia, the creative economy is an industry that comes from the utilization of creativity, skills, and talents of individuals to create prosperity and employment through the creation and utilization of the creative power of the individual's creative power. Accessed on June 16, 2023 (3).

Human resources are a very important factor in an organization or business, both on a large and small scale. Good human resource management expects to achieve a balance between the company's needs and the organization's ability to achieve goals. Therefore, company activities cannot be separated from the associated human resources.

Human resource management is not something that arises suddenly. Human beings have been living in organizations for a long time, along with human resource management. Human resource management has an important role in organizational life, namely how well the organization functions, and how long the predetermined goals can be achieved. Human resource management is a system designed to influence employee attitudes, behavior, and performance so as to achieve organizational and company goals.

The object of this research is a manufacturing industry located in Surabaya, East Java. The company is engaged in the manufacture of marble and granite inscription graffiti. The level of productivity is one of the indicators that can reflect employee performance in a company. High employee performance is usually followed by high productivity. The following is data on the number of inscription production of manufacturing industry employees.

Table 1 Production Amount

Year	Production Quantity
2019	1.456
2020	1.852
2021	1.607

Source: manufacturing industry

The table shows that there was an increase in production in 2019, even during the 2020 pandemic, the production of inscriptions continued to increase by 396 the number of engraved productions. However, in 2021 there was a decrease of 245 inscription productions. With reference to information on the amount of production, company leaders need to have transformational leadership, which can understand the conditions of the work environment which includes interactions between employees and leaders, in order to create a comfortable work environment and employees are motivated to improve their performance.

Table 2 customer complaints

Year	Customer Complaints
2019	124
2020	159
2021	198

Source: manufacturing industry

There is an increase in the number of complaints about the performance provided to customers, namely in 2019 customer complaints were 124. In 2020 the number of customer complaints was 159, and the number of customer complaints continued to increase in 2021 to reach 198. These complaints are based on customer assessments such as late production completion and result in late delivery, and complaints due to technical errors in engraving, such as less neat polishing, carving or engraving errors.

Based on the background stated above, the authors want to know whether employees are satisfied with the transformational leadership style and work environment in the company and whether this affects performance, through motivation, so the authors are interested in conducting research with the title "The Effect Of Transformational Leadership Style And Work Environment On Employee Performance Through Motivation As An Intervening Variable In The Manufacturing Industry"

2 LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Literature Review

1. Transformational Leadership

Leadership is the process of influencing others to understand and agree on what needs to be done and how to do it effectively, and the process of facilitating individual and group efforts towards a common goal (4).

The term transformation turns vision into reality, potential into reality. The original concept of transformational leadership was introduced by Burn, who explained that

transformational leadership is a process where leaders and employees achieve higher morale and motivation (5).

Transformational leadership is multidimensional and suggests six important transformational leadership behaviors (6) identifying and articulating a vision, providing a place model, fostering acceptance of group goals, high performance expectations, providing individual support, intellectual stimulation

2. Work Environment

The work environment is the social, psychological and physical life of the company, which influences the performance of employee tasks. Human life cannot be separated from environmental conditions, there is a very close relationship between humans and the environment. In this case, a person always adapts to different environmental conditions (7).

The work environment is a factor that influences employee performance. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment has a direct impact on employees to work optimally and has a direct impact on employees to fulfill the company's mission. If an employee likes the place, then the employee feels at home in the workplace doing activities (5).

There are two types of work environment, namely the physical work environment is the physical condition of the company around the workplace, such as air circulation, wall color, security, space for movement. The physical work environment is all the conditions around the workplace that affect workers either directly or indirectly(8).

Non-Physical Work Environment The physical work environment is the entire relationship contained in work matters. For example, employee relationships with leaders, as well as employee relationships with other employees. The type of non-physical work environment mainly influences employee productivity. Therefore, companies must be required to create a non-physical work environment that supports cooperation between all elements of the company. The non-physical work environment must at least be open and encouraging so that employees feel valued and supported. If the non-physical work environment is not good, work efficiency will be disrupted (9).

3. Motivation

Motivation comes from the Latin *movere* which means encouragement or movement. Motivation in management only targets human resources in general, which is mainly carried out by superiors and subordinates. Motivation is a driving force that can create

passion in someone who wants to work together effectively and integrated in everything to achieve work productivity (10).

Motivation is a condition or energy that can move employees towards achieving organizational or company goals. In fact, motivation is a driving force that raises work enthusiasm, can make subordinates work together, work effectively and integrate with full satisfaction.

Motivation is a set of enthusiasm and encouragement that can make someone do a job well (11).

Goal setting theory is one part of the motivation theory put forward by (12) Goal setting theory is based on evidence that assumes that goals (ideas about the future; desired states) play an important role in action. Goal setting theory is a model of individuals who want to have goals, choose goals and become motivated to achieve goals (13).

According to this theory, one of the commonly observed characteristics of goal-oriented behavior is that the behavior continues until the behavior reaches completion, once a person starts something (such as a job, a new project), he continues to pursue it until the goal is achieved. The goal setting process can be carried out based on one's own initiative or required by the organization as a policy. Goal setting theory explains the relationship between set goals and work performance (performance). The basic concept of this theory is that someone who understands the goals (what the organization expects of him) will influence his work behavior.

4. Employee Performance

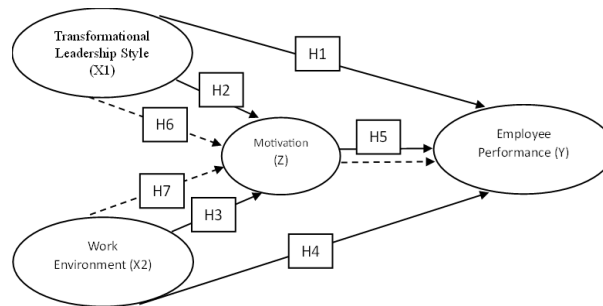
Performance is the result of performance in carrying out a job. The essence of performance management is mismeasurement of actual individual or group performance (14).

Inscription or performance is the result that a person has achieved through work behavior while carrying out work tasks (15).

Performance is a description of the level of achievement of implementing an activity or policy in realizing goals (16).

Factors that influence performance are motivation, where motivation is formed by the attitude of leaders and employees towards the work situation that applies in the organizational environment. Motivation is a condition that directs employees to achieve organizational goals.

2.2 Hypotesis



Therefore, based on the above conceptual framework, this study proposes the following:

1. H1 : It is suspected that there is a direct effect of Transformational Leadership Style on Employee Performance.
2. H2 : It is suspected that there is a direct effect of Transformational Leadership Style on Motivation.
3. H3 : It is suspected that there is an effect of Work Environment directly on Motivation.
4. H4 : It is suspected that there is an influence of the Work Environment on Employee Performance
5. H5 : It is suspected that Motivation has a direct effect on Employee Performance.
6. H6 : It is suspected that Transformational Leadership Style has an indirect effect on employee performance through motivation as a mediating variable.
7. H7 : It is suspected that there is an effect of Work Environment indirectly affecting employee performance through the

3 RESEARCH METHODS

This research is a type of quantitative research. The data analysis method uses Structural Equation Modeling-Partial Least Square (SEM-PLS) Smart PLS software version 4. The population in this study were all employees, which according to the research observation data amounted to 57 people. The testing stages are outer models, namely validity tests including convergent validity and discriminant validity, reliability tests including Cronbach's alpha, composite reliability. Inner model includes r-square, estimate for path coefficient, and bootstrapping.

4 RESULTS AND DISCUSSION

4.1 Results

1. Convergent validity

Table 1 Outer Loading Convergent Validity

	Transformational Leadership	Employee Performance	Work Environment	Motivation
X1.10	0.819			
X1.11	0.804			
X1.12	0.863			
X1.2	0.812			
X1.3	0.813			
X1.4	0.756			
X1.5	0.704			
X1.6	0.714			
X1.7	0.759			
X1.8	0.738			
X1.9	0.810			
X2.1			0.815	
X2.2			0.843	
X2.3			0.825	
X2.4			0.859	
X2.5			0.832	
X2.6			0.837	
Y1		0.751		
Y10		0.816		
Y2		0.742		
Y3		0.853		
Y4		0.820		
Y5		0.721		
Y6		0.856		
Y7		0.883		
Y8		0.816		
Y9		0.808		
Z1				0.748
Z2				0.737
Z3				0.759
Z4				0.759
Z5				0.868
Z6				0.865
Z7				0.835
Z8				0.876
X1.1	0.786			

Source: Data processed 2023

(Latan & Ghozali, 2016), the outer loading value between 0.5 - 0.6 is considered sufficient to meet the requirements of convergent validity. The data above shows that there are no variable indicators whose outer loading value is below 0.5, so all indicators are declared feasible or valid for research use and can be used for further analysis.

2. Discriminant validity

Table 2 Average Variant Extracted (AVE)

Variable	AVE
Transformational Leadership	0.613
Work Environment	0.698
Employee Performance	0.653
Motivation	0.653

Source: Data processed 2023

Discriminant validity can also be obtained by another method, namely through observing the average variant extracted (AVE) (17) in (18) provides an explanation that other tests are carried out to assess the validity of the construct by observing the average variant extracted value. The model is declared good if the average variant extracted for each construct has a value of more than 0.50 or above 0.50.

The data presentation in the table can be observed that each research variable has an average variant extracted (AVE) value greater than 0.5 Through this, it can be said that each variable already has good.

3. Composite reliability

Table 3 Composite Reliability

Variable	Composite Reliability
Transformational Leadership	0.950
Work Environment	0.933
Employee Performance	0.949
Motivation	0.937

Source: Data processed 2023

Based on the presentation of data in the table, it can be seen that the composite reliability value of all research variables is > 0.7. The construct is declared reliable if the composite reliability value and Cronbach alpha are above 0.70 (18). The following results show that each variable has met the composite

reliability, which makes it possible to conclude that all variables have a high level of reliability.

4. Cronbach Alpha

Table 4 Cronbach Alpha

Variable	Cronbach Alpha
Transformational Leadership	0.942
Work Environment	0.913
Employee Performance	0.940
Motivation	0.923

Source: Data processed 2023

Reliability testing with composite reliability can be strengthened through the use of the Cronbach alpha value. A variable can be said to be reliable or meet Cronbach alpha if it has a Cronbach alpha value of > 0.7 .

5. R-square

Table 5 R-square

Variabel	R-square
Employee Performance	0.940
Motivation	0.858

Source: Data processed 2023

6. Estimate For Path Coefficients

Table 6 Estimate For Path Coefficients

	Original Sample	T-statistic	P-values
Transformational Leadership -> Employee PerformanceK	0.535	4.525	0.000
Transformational Leadership -> Motivation	0.462	2.778	0.005
Work Environment -> Employee Performance	0.126	0.983	0.326
Work Environment -> Motivation	0.480	2.959	0.003
Motivation -> Employee Performance	0.333	3.404	0.001

Source: Data processed 2023

In hypothesis testing, it can be observed based on the t-statistic value and the probability value for hypothesis testing, namely through the use of statistical values so that for alpha 5% the t-statistic value used is 1.96. What makes the criteria for acceptance / rejection of the hypothesis is that Ha is accepted and H0 is rejected when the t-statistic > 1.96. In order to reject or accept a hypothesis using probability so that Ha is accepted if the p value is <0.05.

7. Bootstrapping

Table 7 Bootstrapping

	Original Sample	T-statistic	P-values
Transformational Leadership	0.154	2.159	0.031
Motivation Employee Performance			
Work Environment	0.160	2.085	0.037
Motivation Employee Performance			

Source: Data processed 2023

In hypothesis testing, it can be observed based on the t-statistic value and the probability value for hypothesis testing, namely through the use of statistical values so that for alpha 5% the t-statistic value used is 1.96. What makes the criteria for acceptance / rejection of the hypothesis is that Ha is accepted and H0 is rejected when the t-statistic > 1.96. In order to reject or accept a hypothesis using probability so that Ha is accepted if the p value is <0.05.

4.2 Discussion

1. Effect of Transformational Leadership on Employee Performance

Based on the table above, it can be observed that for the test of the Transformational Leadership variable on employee performance, the T statistics value of 4.525 has a p-value of 0.000. Because the p-value of 0.000 <0.05, it means that Ha is accepted, which means that there is a significant effect of Transformational Leadership on employee performance.

Transformational leadership style carried out by the leader of includes setting a good example of doing the company's vision and mission, empowering employees by attending training, encouraging employee innovation and creativity. Based on the results of the questionnaire, there was one respondent who disagreed with the statement

I attached to the questionnaire, where the leader formed a group according to the task and one respondent disagreed with all the statements in the questionnaire.

The results of this study support (19) found the results that Transformational Leadership Style affects employee performance. This research was conducted on permanent employees of Bank BNI Brawijaya University Branch and the results showed that Transformational Leadership has a positive and significant effect directly on employee performance.

2. Effect of Transformational Leadership on Motivation

Based on the table above, it can be observed that for the test of the Transformational Leadership variable on Motivation, the T statistic value is 2.778, which has a p-value of 0.005. Because the p-value of $0.005 < 0.05$, it means that H_a is accepted, which means that there is a significant effect of Transformational Leadership on Motivation.

From the research phenomenon, the role of the leader is very important to motivate his employees to work in accordance with the work program determined by the organization or company, to achieve the goals and objectives that have been set. Transformational leadership that is carried out to increase motivation is by giving bonuses or rewards to employees if they reach the target, and providing opportunities for employees to make innovations and ideas.

These results are relevant to research (20) The influence of organizational culture and transformational leadership style on employee performance is supported by employee job satisfaction. (Empirical Study of Permanent Employees and BPJS Health Headquarters Contracts) This means that the role of the leader can trigger employee morale.

3. Effect of Work Environment on Motivation

Based on the table above, it can be observed that for the test of the Work Environment variable on Motivation, the T statistic value of 2.959 has a p-value of 0.003. Because the p-value of $0.003 < 0.05$, it means that H_a is accepted, which means that there is a significant effect of Work Environment on Motivation.

Positive and supportive relationships between coworkers and superiors can increase employee motivation. A work environment full of cooperation, mutual respect, and mutual support can create a positive work climate and trigger motivation to work better. These results are relevant to research (21) The Effect of Work Environment on Work

Motivation and Employee Performance (Study on Employees of PT. AXA Financial Indonesia Malang Branch).

4. Effect of Work Environment on Employee Performance

Based on the table above, it can be observed that the test for the Work Environment variable on Employee Performance obtained a T statistic of 0.983 has a p-value of 0.326. because the p-value of $0.326 > 0.05$ means that H_0 is rejected, which means that there is an influence but not significant Work Environment on Employee Performance. A work environment condition can be said to be good if employees can carry out activities optimally, healthily, safely, and comfortably, while a poor work environment requires more labor and time and does not support the design of an efficient work system. A conducive work environment can directly affect employees in improving employee performance. Conversely, an inadequate work environment will reduce employee performance. A work environment is said to be good if humans can carry out activities optimally, healthily, safely, comfortably. Based on this, it can be said that if the work environment is improved, employee performance can also increase (22).

This is relevant to the results of research (23) on the influence of the work environment, work discipline and job satisfaction on employee performance, although the work environment has a positive influence, companies always try to improve the work environment of employees in order to obtain maximum results.

5. Effect of Motivation on Employee Performance

Based on the table above, it can be observed that for the Motivation variable test on employee performance, the T statistic value of 3.404 has a p-value of 0.001. Because the p-value of $0.001 < 0.05$, it means that H_a is accepted, which means that there is a significant effect of Motivation on Employee Performance.

Based on the phenomena that occur, there is a decrease in performance, but with the motivation possessed by employees, this can encourage better performance in the future.

The results of this study are relevant to research from (24) with the title "The Effect of Work Motivation on Employee Performance at the Social Security Organizing Agency (BPJS) Employment Sudirman Branch Jakarta"

6. Transformational Leadership Style has an indirect effect on Employee Performance through Motivation as an intervening variable.

Variable test results based on empirical facts and supported by previous research, it can be concluded that the hypothesis (H6) is accepted, which means that the higher the Transformational Leadership has a positive and significant effect on employee performance through Work Motivation as mediation.

Every leader must understand and run according to the vision and mission in the company properly and correctly, this is done because the leader is a role model for employees, besides that leaders are also expected to be able to motivate their subordinates to be able to carry out their duties and responsibilities properly to achieve company goals.

This research is relevant to the results of research (25) entitled Effect of Transformational Leadership Style on Employee Performance Through Work Motivation of Employees of the Culture and Tourism Office of Bojonegoro Regency.

7. Work Environment has an indirect effect on Employee Performance through Motivation as an intervening variable.

The test results of the influence of the work environment on employee performance through motivation found that the higher the value of the work environment can improve employee performance, so it can be said that there is an influence, meaning that the work environment can have a significant effect on employee performance indirectly.

When viewed from the original sample value, it means that motivation plays a role in mediating the work environment on employee performance, so H7 is accepted. If the original sample value for H3 on employee performance is smaller than H7 on employee performance, then this indicates that the work environment on employee performance has a direct effect through motivation as an intervening variable.

5. CONCLUSION

1. Transformational Leadership Style has a significant effect on Employee Performance
2. Transformational Leadership Style has a significant effect on Motivation
3. Work Environment has a significant effect on Motivation
4. Work Environment has an effect but not significant on Employee Performance

5. Motivation has a significant effect on employee performance
6. Transformational Leadership Style has an indirect effect on employee performance through motivation as an intervening variable
7. Work Environment has an indirect effect on employee performance through Motivation as an intervening variable

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