



## Work Motivation as a Bridge for Leadership, Workspace, and Performance

Saptaningsih Sumarmi<sup>1\*</sup>,  
Elvan Saputra<sup>2</sup>,  
Basma Elhariry<sup>3</sup>  
Hussein Gibreel Musa<sup>4,5</sup>  
Samsudin<sup>1</sup>

<sup>1</sup> Department of Magister Management, Yogyakarta, Universitas PGRI Yogyakarta, Indonesia

<sup>2</sup> Department of Management, Yogyakarta, Universitas PGRI Yogyakarta, Indonesia

<sup>3</sup> Department of Business Administration, College of Administrative and Human Sciences,  
Buraydah Colleges, KSA

<sup>4</sup> Department of Digital Business, University of Khartoum, Sudan

<sup>5</sup> Department of Digital Business, Telkom University, Indonesia

\*Corresponding author: [sapta@upy.ac.id](mailto:sapta@upy.ac.id)

**Abstract:** Optimal employee performance can create positive impacts, such as increased productivity, better work quality, and more efficient target achievement. This study investigates how transformational leadership and physical work environment affect employee performance in Indonesia's public sector, with work motivation as a mediator. Using a quantitative approach, data were collected from all 244 employees of the Daerah Istimewa Yogyakarta Department of Manpower and Transmigration and analyzed via SEM-PLS. Results reveal that transformational leadership directly improves employee performance and indirectly through work motivation. While the physical work environment does not directly impact performance, it significantly enhances motivation, boosting performance. These findings underscore that psychological factors (motivation) play a more critical role than physical workspace conditions in driving performance. The study highlights the dominance of transformational leadership and motivational mechanisms over environmental factors in public sector settings. Organizations should prioritize leadership development and motivational strategies instead of focusing solely on improvements in the physical workspace. By integrating internal (motivation) and external (leadership, environment) factors, this research provides novel insights into performance dynamics in government institutions, challenging traditional assumptions about the direct impact of physical work conditions. The findings contribute to a deeper understanding of how leadership and psychological empowerment can enhance public sector performance.

**Keywords:** Employee performance; Physical work environment; Transformational leadership; Work motivation

### 1. Introduction

In public sector organisations, employee performance is one of the important factors influencing the achievement of goals and the organisation's success. Optimal employee performance can create positive impacts, such as increased productivity, better work quality, and more efficient target achievement (Leitão et al., 2019). Leadership in the organisation is one of the main factors influencing employee performance (Arifani & Susanti, 2020; Sumarmi, Sudaryana, et al., 2024; Sumarmi, Tjahjono, et al., 2024). Effective leadership can direct, motivate, and inspire employees to achieve predetermined goals (Goenaga, 2024). This behaviour can be fostered through leaders who can foster high

awareness and interest in a group or organisation increase self-confidence and pay attention to the achievement and growth of employees (Sumarmi et al., 2022). Moreover, good leaders in an organisation play a crucial role in inspiring employees to engage in behaviours that have positive outcomes for the workplace, thereby instilling a sense of inspiration and motivation among the workforce.

Transformational leadership, a proven method for enhancing employee performance, is characterized by a clear vision, intrinsic motivation, and a focus on positive employee changes (Escortell et al., 2020; Mach et al., 2022). These leaders achieve short-term results and foster an environment that supports long-term employee development. Their ability to motivate followers to exceed expectations by setting challenging goals and achieving higher performance standards is truly inspiring (Steinmann et al., 2018). While studies on the relationship between transformational leadership and employee performance have been predominantly in the private sector or commercial companies, the long-term benefits of such leaders are a cause for optimism (Al-Amin, 2017; Buil et al., 2019).

On the other hand, with the development of technology and changes in the way of working, many organisations are beginning to realise the importance of creating a physical work environment that supports employee success in achieving organisational targets and goals. In the management literature, very little attention has been paid to the impact of the physical work environment on creativity. Since the 1920s, the social sciences have ignored the physical work environment. The physical work environment supports organisational employee performance (Dulloh et al., 2024; Duque et al., 2020). The physical work environment includes various aspects, such as lighting, room temperature, cleanliness, ventilation, noise, and facilities and equipment used (Dong et al., 2021; Wolkoff et al., 2021). A comfortable, safe, and supportive physical work environment for employees' daily activities can increase productivity and well-being. On the other hand, a poor or unsupportive work environment can lead to decreased performance, discomfort, and even health problems that can negatively impact employee work efficiency (Walia, 2014).

Most research on transformational leadership is often conducted in the private sector or commercial companies and in the physical work environment (Escortell et al., 2020; Mach et al., 2022). More research is needed that explores explicitly how transformational leadership affects employee performance in other sectors. This study was conducted in Indonesia, using a government company in the public sector. In addition, to differentiate it from existing studies, work motivation is used as a mediating variable. In transformational leadership, work motivation can be influenced by how leaders inspire and challenge employees to achieve higher goals (Al Harbi et al., 2019; Anyiko-Awori et al., 2018). In addition, work motivation can also be influenced by the quality of the physical work environment, which functions as an external factor that affects employee comfort and well-being (Andargie & Azar, 2019).

This study investigates the effect of transformational leadership and physical work environment on employee performance in public sector organizations, with work motivation as a mediating variable. This study is of utmost importance as it will provide a

comprehensive understanding of the factors influencing employee performance, thereby contributing to developing strategies to enhance work motivation. This study will integrate internal factors (transformational leadership) and external factors (physical work environment) to influence employee motivation and performance. This holistic approach has not been widely applied in public sector studies, which generally separate internal and external factors in research related to employee performance.

## **2. Literature Review & Hypotheses Development**

### **2.1. Transformational leadership and employee performance**

The transformational leadership theory significantly contributes to the field (Burns et al., 2008; Bass, 1985; Bass et al., 1987). This theory emphasizes a leader's ability to inspire followers to achieve more than they expect (Siangchokyoo et al., 2020). It comprises four main elements: idealized influence, inspirational motivation, intellectual stimulation, and attention tailored to individual needs (Bass et al., 1987). Transformational leadership also involves developing employees by providing support, fostering motivation and morale, and meeting employee needs (Akdere & Egan, 2020). On the other hand, employee performance is one of the key factors in determining the success and competitiveness of an organization (Atnafu & Balda, 2018; Diamantidis & Chatzoglou, 2019). Transformational leaders are crucial in providing direction, challenges, and opportunities for employees to grow. By providing opportunities for learning and developing new skills, leaders help employees reach their maximum potential (Senge, 1990). This can improve employee performance because they are more skilled, confident, and prepared to face challenges in their work. Based on this explanation, the following hypothesis is proposed:

*H<sub>1</sub>: Transformational leadership influences employee performance*

### **2.2. Physical work environment and employee performance**

The physical elements included in the work environment are interior design and building design (Dul et al., 2016). Interior design for creativity refers to the design of the physical workplace (e.g., office) that supports creativity (e.g., indoor plants/flowers, inspiring colours) (Young, 2016). The building design is related to the structural elements that provide this support (e.g., window views, sunlight, and adequate environmental conditions) (Soares et al., 2017). Improving the overall physical environment can drive productivity increases by almost 15 per cent, which is a significant improvement in the context of employee performance (Shobe, 2018). This proves the importance of supporting the physical workplace environment for management. This is because the work environment is where employees carry out their activities, which can positively or negatively influence employees in achieving their work results (Pawirosumarto et al., 2017).

A conducive work environment is crucial for maintaining work continuity. Conversely, a less conducive work environment can disrupt the continuity of employee work (Aronsson et al., 2017). When employees enjoy the work environment, they are more likely to use their time effectively and optimally to achieve high performance. A conducive work environment is therefore essential for maintaining the continuity of their work. In

contrast, a less conducive work environment can have a detrimental effect on work continuity (Sanusi & Johl, 2020). This underlines the urgency for change and the need for a conducive work environment. Based on this explanation, the following hypothesis is proposed:

*H<sub>2</sub>: The physical work environment influences employee performance.*

### **2.3. Transformational leadership and work motivation**

Motivation is the process used to allocate energy to maximize the satisfaction of needs (Pritchard & Ashwood, 2010). Deci et al. (2017) distinguish motivational values into intrinsic ones: doing an activity because of inherent interest or pleasure. Moreover, extrinsic motivation, namely, engaging in an activity to achieve a separate result. Employee work motivation is a crucial factor that can affect productivity, work quality, and the achievement of organizational goals (Aliyyah et al., 2021). Employees show low performance without sufficient motivation, which can even reduce overall work enthusiasm.

On the other hand, transformational leaders can inspire employees with a clear vision and goals, so employees will be more motivated to work enthusiastically and achieve better results (Ribeiro et al., 2018). This leader invites employees to feel involved in achieving organizational goals (Faupel & Süß, 2019). Commitment to work and the organization also increases because employees feel their goals are more meaningful and contribute to something bigger. Thus, employees who are led by this leadership style are more motivated, skilled, creative, and committed to achieving better results (Al Rahbi et al., 2017). Studies found a positive relationship between transformational leadership and work motivation (Jensen & Bro, 2018; Nguyen et al., 2019). Based on this explanation, the following hypothesis is proposed:

*H<sub>3</sub>: Transformational leadership affects work motivation*

### **2.4. Physical work environment and work motivation**

Employee work motivation is crucial in achieving organizational goals (Pang & Lu, 2018). High motivation will encourage employees to work harder, be committed, and produce better-quality work. Conversely, low motivation can decrease performance, job satisfaction, and turnover rates. The physical work environment is one factor that is often overlooked but significantly influences work motivation. The physical work environment includes various elements related to workplace conditions, such as lighting, room temperature, cleanliness, comfort, ventilation, and ergonomics of equipment used in daily work (Schaufeli, 2017). Good work environment conditions can create a pleasant atmosphere, reduce stress, and provide employees with security and comfort (Pitaloka & Sofia, 2014). Conversely, a poor or uncomfortable work environment can increase fatigue, tension, and stress levels, ultimately reducing employee motivation (Sigursteinsdóttir et al., 2020). Another study found a relationship between these variables (Yusuf et al., 2022). Based on this explanation, the following hypothesis is proposed:

*H<sub>4</sub>: Physical work environment affects work motivation*

## **2.5. Work motivation and employee performance**

Work motivation, a crucial internal drive or enthusiasm that propels employees to strive hard to achieve goals or carry out tasks, plays a pivotal role in the workplace (Azmy, 2021). High motivation significantly influences employees to work more productively, enhance the quality of work, and be committed to achieving organizational goals (Al-Madi et al., 2017). Conversely, a lack of work motivation can lead to employee disinterest and reduced performance. Various management and organizational psychology theories underscore the importance of motivation in enhancing employee performance (Jamal-Ali & Anwar, 2021). Motivated employees tend to take greater ownership of their work and strive to deliver the best results. These insights are supported by previous studies, which provide valuable knowledge for improving work outcomes in organizational settings (Kuswati, 2020; Pancasila et al., 2020; Riyanto et al., 2021).

*H<sub>5</sub>: Work motivation affects employee performance.*

## **2.6. The Mediating Effect of Work Motivation**

Improving employee performance is one of the biggest challenges in an increasingly competitive organisational world. Optimal performance depends on employees' technical abilities and is influenced by various psychological and social factors that can increase enthusiasm and motivation at work (Açikgöz & Latham, 2020). Transformational leaders, such as the example of a transformational leader, tend to provide a clear vision, high motivation, and attention to employees' personal and professional development (Andersen et al., 2018; Steinmann et al., 2018). Leaders who apply this leadership style can create an environment that supports employees in achieving their best potential.

The author strategically uses work motivation as a mediator, thereby identifying a significant research gap from previous studies. This gap, when filled, can provide a deeper understanding of the relationship between transformational leadership and increased employee performance. As a link, high work motivation can be the missing piece in this puzzle. Transformational leaders who can motivate and inspire their subordinates are believed to increase work enthusiasm, contributing to better performance (Jensen & Bro, 2018; Musa et al., 2018; Nguyen et al., 2019). Based on the explanation, the following hypothesis is proposed:

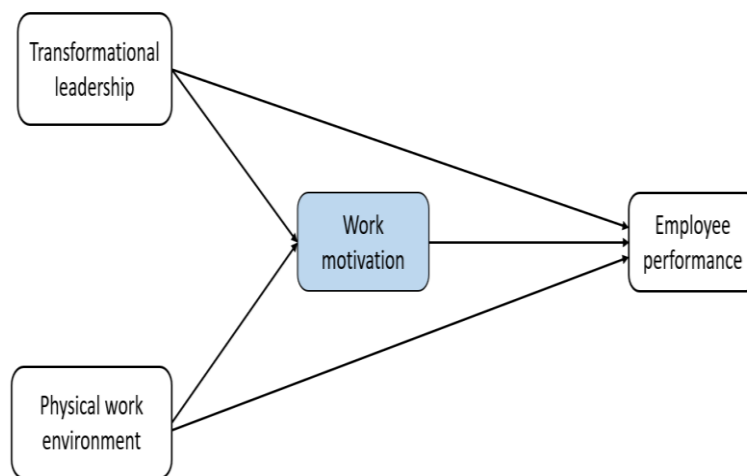
*H<sub>6</sub>: Work motivation mediates the relationship between transformational leadership and employee performance.*

The physical work environment, comprising room temperature, lighting, cleanliness, ventilation, workspace layout, and equipment, significantly influences employee performance (Amin & Chakraborty, 2022). A comfortable, safe, supportive work environment can enhance employee comfort, reduce stress, and boost work quality and productivity (Surianto & Nurfahira, 2024). Conversely, a poor work environment can lead to discomfort, fatigue, and increased stress levels, potentially hampering performance (Caldwell et al., 2019).



The physical work environment significantly influences work motivation, a key factor in driving good performance (Basalamah & As'ad, 2021; Perkasa & Herawaty, 2021). Employees who feel comfortable in their work environment are more likely to be motivated, productive, and enthusiastic about achieving organizational goals (Emmanuel, 2021). This study aims to provide precise insights into the role of the physical work environment in supporting employee work motivation and performance. By offering practical recommendations for organizations to design a more supportive work environment, this study can potentially enhance work motivation and contribute to better performance.

*H7: Work motivation mediates the influence of physical work environment and employee performance.*



**Figure 1. Research Model**

### **3. Method**

#### **3.1. Population and Sample**

Our research population comprised 244 employees of the Manpower and Transmigration Service of the Daerah Istimewa Yogyakarta and Jawa Tengah provinces. To ensure a comprehensive understanding, we employed a nonprobability sampling technique with saturated sampling, which involved using all population members as samples (Amin et al., 2023). The research instrument, a questionnaire, was distributed manually in paper form from August 19, 2024, to September 02, 2024, and all employees participated by filling out the questionnaire.

Based on the respondents' demographic data, the employees' gender is dominated by men, with a percentage of 60.6%. At the same time, female employees make up 39.4% of the total. The characteristics of respondents based on age show that 7.3% are aged 18-25 years, 27% are aged 26-32 years, 30.3% are aged 33-40 years, and 35.4% are aged > 40 years. The respondents' last level of education was high school/vocational school/equivalent, 25%, followed by a bachelor's degree, 51%, D3 education, 12%, and a master's degree, 12%.

**Table 1. Respondents' demographic data**

Description		Percentage
Gender	Male	60.6%
	Female	39.4%
Age (years)	18 – 25	7.3%
	> 25 – 32	27%
	> 32 – 40	30.3%
	> 40	35.4%
Level of education	High School	25%
	D3	12%
	Bachelor's Degree	51%
	Master's Degree	12%

### 3.2. Variable Measurement

Transformational leadership (TL) is measured using dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Jensen & Bro, 2018; Nguyen et al., 2019). The physical work environment (PWE) is measured using dimensions of appearance, comfort, configuration, and functionality (Milan et al., 2015). Work motivation (WM) uses dimensions of motivation, such as extrinsic regulation-material, extrinsic regulation-social, Intrinsic regulation, identified regulation, and intrinsic motivation (Ferraro et al., 2018). Employee performance (EP) uses dimensions of personal quality, initiative, work quality, and responsibility (Al Harbi et al., 2019; Kuswati, 2020). These variables are measured using a Likert scale of 1-5.

### 3.3. Data Analysis

Before data analysis, an instrument trial was conducted to determine reliability and validity. After the data was declared valid and reliable, the research data was analyzed using SEM-PLS. The validation process was meticulous, with each item's standard loading factor (SLF) values being compared. An item was considered valid if the SLF reached  $\geq 0.5$ . Meanwhile, reliability was carried out by calculating construct reliability (CR) and average variance extracted (AVE) with the provisions of CR values  $\geq 0.7$  and AVE  $\geq 0.5$  (Hair et al., 2022). Structural model analysis was carried out to test the extent to which the model fits the research data, assessed from the components of the goodness of fit (GOF) values, as explained (Hair et al., 2022). The final stage is the analysis of causal relationships to identify relationships between latent variables while testing the hypotheses that have been formulated, using a one-sided hypothesis with an accepted t value of  $\geq 1.645$  at a 95% confidence level (Hair et al., 2017).

## 4. Results & Discussion

Before the research data is analyzed to support the hypothesis, a trial of the instrument is conducted to determine its validity and reliability. Table 2 shows the results of the reliability and validity tests. Based on Table 2, the outer loading value is  $> 0.7$ , which indicates good convergent validity. The construct validity of the latent variable is indicated by the Cronbach alpha value, which also has a value  $> 0.7$ , so the construct is declared reliable, instilling trust in the results. The AVE value  $> 0.5$  has meaning if the discriminant

validity requirements are met. After the convergent validity assessment was completed, the next stage involved the evaluation of discriminant validity.

**Table 2. Validity and Reliability**

<b>Var.</b>	<b>Items</b>	<b>Code</b>	<b>Loading factors</b>
<b>TL</b>	Leaders motivate employees to work better	IC1	0.807
	Leaders give praise every time I leave on time	IC2	0.783
	Leaders provide input on innovation and how to solve problems	IM1	0.721
	Leaders provide direction so that the SOP works	IM2	0.753
	Leaders recognize each employee's unique needs, abilities, and aspirations, treating them as individuals.	IS1	0.729
	Leaders incentivize performance by providing bonuses when employees meet their targets.	IS2	0.800
<b>PWE</b>	The lighting in the workspace is perfect and adequate	A1	0.751
	The distribution of light in the workplace is even so that it does not dazzle the eyes, making employees comfortable working.	A2	0.711
	There is Ventilation in the Workspace, so that the Air Circulation is Quite Good	C1	0.786
	The room temperature is sufficient to make the workspace cool, so employees work comfortably and relax.	C2	0.782
	The work equipment functions optimally.	CO1	0.745
	Selection of Wall Paint Colors in the Workspace is Quite Good	F1	0.719
	In the workspace, the room's coloring is well arranged to make employees more comfortable working.	F2	0.754
<b>WM</b>	Our salary system is designed to reflect the fairness of workload and job responsibilities, ensuring employees feel valued and respected.	AM1	0.797
	Employees get free food from their boss if their work is completed on time and according to SOP.	AM2	0.748
	Employees can build good relationships with coworkers	ERM1	0.769
	Coworkers always behave well at the office	ERS2	0.783
	Employees can join in activities carried out by the agency	ID1	0.725
	Employees participate in meetings held by the agency	ID2	0.729
	Employees get praise from their boss for their performance at work	IMO2	0.730
	Employees get the opportunity to take part in training provided by the agency in order to improve the quality of work	IR1	0.716
<b>EP</b>	Employees complete work according to the specified time	I2	0.732
	Employees submit work results before their superior asks for them.	Q1	0.762
	Employees are always responsible for the tasks given by their superior	Q2	0.741
	The employee is ready to accept sanctions from the superior if the work is not completed	R1	0.738
	Employees always work together with other employees in and outside of work.	R2	0.765
	The employees work with a team and always ask each other if they need help understanding the work.	WQ1	0.788

**Table 3. Reliability Testing**

<b>Variable</b>	<b>Cronbach alpha</b>	<b>C.R</b>	<b>AVE</b>
Transformational Leadership	0.859	0.888	0.569
Physical work environment	0.871	0.900	0.563
Work motivation	0.876	0.911	0.563
Employee performance	0.850	0.888	0.574



We used a method well-established in the literature to ensure the thoroughness of our evaluation (Fornell & Larcker, 1981; Hilkenmeier et al., 2020). Table 3 shows that the square root of AVE (diagonal) is higher than the correlation (off-diagonal) for all reflective constructs, and the HTMT ratio (heterotrait–monotrait) between constructs does not exceed 0.9. These results and the detailed measurement model results in Table 3 confirm the scale accuracy in terms of validity and reliability.

**Table 4. Fornell-Lacker**

	EP	PWE	TL	WM
EP	0.755			
PWE	0.573	0.750		
TL	0.735	0.658	0.766	
WM	0.625	0.550	0.568	0.750

Before proceeding with the subsequent procedures, we also evaluated the coefficient of determination ( $R^2$ ). This value is a key indicator of the accuracy of a structural model (Hair et al., 2022). It aids in determining the coefficient of determination and the significance level of the beta value associated with a specific route. As shown in Table 5, all  $R^2$  values exceed the minimum threshold of 36%, indicating a robust fit of the framework model.

**Table 5. R-squared value**

	R-square	R-square adjusted
Employee Performance	0.606	0.596
Work motivation	0.378	0.367

After the questionnaire items are declared valid and reliable, the significance of the research hypothesis is tested using bootstrapping analysis. Table 6 presents the results of the direct effect test of the proposed relationship.

**Table 6. Results of Direct Relationship Testing**

	Relationship	Original sample	Sample mean	Standard deviation	t statistics	P values	Result
H <sub>1</sub>	TL => EP	0.603	0.605	0.073	8.268	0.000**	Accepted
H <sub>2</sub>	PWE => EP	0.125	0.130	0.085	1.472	0.141	Rejected
H <sub>3</sub>	TL => WM	0.356	0.360	0.101	3.536	0.000**	Accepted
H <sub>4</sub>	PWE => WM	0.322	0.328	0.102	3.153	0.002**	Accepted
H <sub>5</sub>	WM => EP	0.266	0.266	0.072	3.700	0.000**	Accepted

\*\* Sig < 1%

Based on Table 6, the first hypothesis shows a positive relationship between transformational leadership and employee performance because the t value is > 1.645 and the p value is < 0.05. Hypothesis 2, which shows the relationship between the physical work environment and employee performance, is not supported by the research results because it has a t value < 1.645, and p values > 0.05. However, hypothesis 3 is supported by the research results, with a t value of 3.536 and p values of 0.000, showing that transformational leadership positively relates to work motivation. Hypothesis 4, with p values of 0.002 and a t-test of 3.153, strongly supports the relationship between physical

work environment and work motivation. Hypothesis 5, with p values of 0.000 and t values of 3.700, also shows a positive relationship between work motivation and employee performance.

**Table 7. Indirect Relationship Testing**

	Relationship	Original sample	Sample mean	Standard deviation	t statistics	P values	Result
H <sub>6</sub>	TL=>WM=>EP	0.095	0.096	0.038	2.487	0.013*	Accepted
H <sub>7</sub>	PWE=>WM=>EP	0.086	0.088	0.037	2.292	0.022*	Accepted

\* Sig < 5%

Based on Table 7, the research findings validate the hypotheses. Work motivation successfully mediates the relationship between transformational leadership and employee performance, with a t value of 2.487 and p values of 0.013, supporting H<sub>6</sub>. Similarly, work motivation mediates the relationship between physical work environment and employee performance, with a t value of 2.292 and p values of 0.022, thereby supporting H<sub>7</sub>.

The study's key findings underscore the significant impact of transformational leadership on employee performance. This highlights the pivotal role of a leader in inspiring and motivating individuals to excel within an organization. The study reveals that transformational leaders attend to routine tasks and craft a compelling vision for the organization's future (Sun & Henderson, 2017). Moreover, they foster robust relationships with employees, listen to their aspirations, and provide support. This emotional and psychological engagement instills a sense of value and commitment in employees, enhancing productivity and work quality (Mubarak & Noor, 2018).

The theory of transformational leadership, as proposed by Burns et al. (2008) and also Bass (1985), Seltzer & Bass (1990), explains how leaders who provide positive influence and inspire their followers can enhance employee performance. Ethical and positive behaviour demonstrated by leaders can encourage employees to emulate them, thereby improving performance (Khokhar & Zia-ur-Rehman, 2017). Furthermore, transformational leadership is crucial in enhancing employee performance, particularly in the public sector. By inspiring, motivating, and empowering employees, transformational leaders can overcome the unique challenges in the public sector, such as rigid bureaucracy, demands for accountability, and resistance to change (Maolani, 2023). Leadership also fosters a culture of collaboration, innovation, and development of employee potential, which ultimately contributes to improving organizational performance and the quality of public services. Therefore, the application of transformational leadership in the public sector is not only beneficial for employees but also for the community being served, underscoring its importance in the public sector.

The second finding shows that the physical work environment does not affect employee performance. The physical work environment, which includes interior design and building design, is indeed expected to affect employee performance through elements such as natural lighting, good ventilation, and aesthetic elements that can support creativity and comfort (Dul et al., 2016; Soares et al., 2017; Young, 2016). However, the analysis results that do not support this hypothesis indicate that other factors may be more dominant

in influencing employee performance in the workplace. On the other hand, employee performance is influenced by various other factors, such as leadership, organizational culture, interpersonal relationships, and job satisfaction, which may be stronger than the physical influence of the work environment (Aronsson et al., 2017). Individual factors such as personal preferences, comfort levels, and how employees adapt to the physical environment can also influence how the work environment affects their performance. This statement is relevant to previous findings showing that although a comfortable environment can improve the quality of work life, it is not always directly proportional to increased productivity or performance (Sanusi & Johl, 2020).

The research results support the third hypothesis, stating that transformational leadership affects work motivation. This finding is very relevant in the context of public sector organizations. By inspiring, motivating, and empowering employees, transformational leaders can overcome unique challenges in the public sector, such as rigid bureaucracy, limited financial incentives, and resistance to change (Maolani, 2023). In addition, this leadership also creates a supportive, inclusive, and potential-oriented work environment for employees. Thus, transformational leadership not only increases employee work motivation but also contributes to improving organizational performance and the quality of public services. Transformational leaders can inspire employees with a clear vision and compelling goals, which can increase their commitment and work enthusiasm (Ribeiro et al., 2018). By providing a greater sense of purpose and involving employees in achieving the organization's vision, these leaders increase employees' intrinsic motivation and strengthen their sense of ownership of their work. This achievement aligns with findings showing that leaders who invite employees to feel part of something bigger can trigger higher motivation (Faupel & Süß, 2019). Leaders who demonstrate values such as attention to individual needs, self-development support, and inspiring challenges can strengthen employees' extrinsic and intrinsic motivation to achieve better results (Al Rahbi et al., 2017).

The research results support the fourth hypothesis, stating that the physical work environment affects work motivation, which is relevant in public sector organizations. A good physical work environment can increase employee motivation by increasing comfort, health, efficiency, and perceptions of organizational support (Anasi, 2020). In the public sector, where employees are responsible for providing services to the public, an optimal physical work environment is essential to maintaining employee motivation and performance. Therefore, public sector organizations must prioritize improving the physical work environment to improve employee motivation and performance (Cera & Kusaku, 2020). Elements of the physical environment, such as lighting, temperature, cleanliness, comfort, and equipment ergonomics, play a crucial role in creating a conducive work atmosphere (Schaufeli, 2017). A comfortable and supportive work environment can help reduce stress and fatigue and create a sense of security and comfort for employees, increasing their motivation to work harder and be committed to organizational goals (Pitaloka & Sofia, 2014). This study emphasizes that work motivation is influenced not only by psychological or social factors but also by physical factors that can affect employee

comfort and well-being. A good physical environment can create a positive work atmosphere and support increased productivity and work quality (Yusuf et al., 2022).

The study's results support the hypothesis that work motivation affects employee performance and emphasize the importance of motivation in achieving optimal work results. As stated in management theories and organizational psychology, work motivation is the main factor that drives employees to work more productively and with quality, so that employees who feel motivated, both by intrinsic and extrinsic factors, will tend to be more committed to their duties and responsibilities (Jamal-Ali & Anwar, 2021). Employees become more enthusiastic about achieving organizational goals and strive to provide the best results, which will improve overall performance (Al-Madi et al., 2017; Azmy, 2021). This finding aligns with previous studies that show a positive relationship between work motivation and employee performance (Kuswati, 2020; Pancasila et al., 2020; Riyanto et al., 2021).

The study's results also support the idea that work motivation mediates the relationship between transformational leadership and employee performance. Transformational leaders who provide a clear vision, high motivation, and attention to employee development can create an environment that supports and inspires employees to achieve their best potential (Andersen et al., 2018; Steinmann et al., 2018). Leaders who show support and commitment to employee welfare will increase their work motivation, which will then have a direct impact on improving performance (Jensen & Bro, 2018; Musa et al., 2018). Thus, work motivation is an important factor that strengthens the positive impact of transformational leadership on employee performance. High motivation can encourage employees to be more committed, work harder, and try to provide the best results, ultimately improving the quality of their work and productivity. Work motivation mediates the influence of the physical work environment on employee performance, which is also supported by the study results. This finding provides a more comprehensive picture of how a good work environment can contribute to improving performance through work motivation. A comfortable, safe, and supportive physical work environment—such as ideal room temperature, adequate lighting, cleanliness, and good ventilation—can create a positive work atmosphere and reduce stress levels, which ultimately increases employee comfort at work (Dulloh et al., 2024; Vischer & Wifi, 2017). When employees feel comfortable at work, they tend to have higher motivation to work harder, be more productive, and be more committed to organisational goals (Riyanto et al., 2021). This study confirms that a good physical work environment not only has a direct impact on employee physical comfort but also motivation. High work motivation will encourage employees to try harder and focus on achieving better results. This study provides practical recommendations for organisations to design a more conducive work environment to increase employee motivation and performance, ultimately improving the organisation's overall performance.

## **6. Conclusion**

This study contributes to the literature on transformational leadership, physical work environment, work motivation, and employee performance in the public sector. The results show that transformational leadership positively affects employee performance, directly and through mediating work motivation. This finding strengthens the theory of transformational leadership, which emphasizes that inspiring leaders can improve performance by increasing employee intrinsic motivation (Bass, 1985). In addition, this study confirms that specific aspects of the physical work environment, such as comfort, safety, and accessibility, affect work motivation but do not directly affect employee performance. This shows that psychological factors, such as motivation, are more dominant in determining performance than physical environmental factors.

The study's results also provide practical implications, which provide valuable insight for public sector leaders to emphasize transformational leadership more in improving employee motivation and performance. This study underscores the need for organizations to invest in leadership training oriented towards employee empowerment and inspiration. It also highlights the importance of paying attention to aspects of work comfort that can increase employee motivation, even though the physical work environment does not directly affect performance. Thus, organizational policies must consider motivational factors as a link between the work environment and employee performance, equipping leaders with the knowledge to make informed decisions.

This study has several limitations that the audience should be aware of. First, the study was only conducted in one local government agency in Indonesia, so the results may not be generalizable to other public sectors. Second, the method used was based on a cross-sectional survey, which cannot capture the dynamics of causal relationships longitudinally. Third, other external factors, such as organizational culture and incentive systems, were not included in the research model, even though these factors can also affect employee motivation and performance. Considering these limitations when interpreting the results and planning future research is important. Future research can expand the sample coverage to various public sectors and use a longitudinal design to observe the long-term impact of transformational leadership and physical work environment on employee performance. In addition, research can test other variables such as job satisfaction, organizational culture, or psychological well-being as mediating or moderating factors in this relationship as these variables have been shown to significantly influence employee performance and leadership effectiveness in public sector settings (Kundi et al., 2020; Mickson et al., 2020; Saha & Kumar, 2018).

## **References**

- Açikgöz, A., & Latham, G. P. (2020). The relationship of perceived emotional intelligence with adaptive performance in new product development teams. *International Journal of Innovation*, 24(05), 1-17. <https://doi.org/10.1142/S1363919620500413>
- Akdere, M., & Egan, T. (2020). Transformational leadership and human resource development: Linking employee learning, job satisfaction, and organizational

- performance. *Human Resource Development Quarterly*, 31(4), 393–421. <https://doi.org/10.1002/hrdq.21404>
- Al-Amin, M. (2017). Transformational leadership and employee performance mediating effect of employee engagement. *North South Business Review*, 7(2), 1991–4938. <https://doi.org/10.4324/9781315271255-9>
- Al-Madi, F., Asal, H., Shrafat, F., & Zeglat, D. (2017). The impact of employee motivation on organizational commitment. *International Journal of Advanced Research*, 7(9), 134–145.
- Al Harbi, J. A., Alarifi, S., & Mosbah, A. (2019). Transformation leadership and creativity: Effects of employees' psychological empowerment and intrinsic motivation. *Personnel Review*, 48(5), 1082–1099. <https://doi.org/10.1108/PR-11-2017-0354>
- Al Rahbi, D., Khalizani, K. A., & Khan, M. (2017). The effects of leadership styles on team motivation. *Academy of Strategic Management Journal*, 16(2), 1939–2104.
- Aliyyah, N., Prasetyo, I., Rusdiyanto, R., Endarti, E. W., Mardiana, F., Winarko, R., Chamariyah, C., Mulyani, S., Grahani, F. O., Rochman, A. S. ur, Kalbuana, N., Hidayat, W., & Tjaraka, H. (2021). What affects employee performance through work motivation?. *Journal of Management Information and Decision Sciences*, 24, 1–14. <https://doi.org/10.5281/zenodo.7057658>
- Amin, M. Al, & Chakraborty, A. (2022). Impact of physical factors of workplace environment on workers' performance in industry. *Journal of Engineering Science*, 12(3), 57–66. <https://doi.org/10.3329/jes.v12i3.57479>
- Amin, N. F., Garancang, S., & Abunawas, K. (2023). Konsep umum populasi dan sampel penelitian. *PILAR: Jurnal Kajian Islam Kontemporer*, 14(1), 15–31. <https://doi.org/10.21070/2017/978-979-3401-73-7>
- Anasi, S. N. (2020). Perceived influence of work relationship, workload, and physical work environment on job satisfaction of librarians in South-West, Nigeria. *Global Knowledge, Memory and Communication*, 69(6–7), 377–398. <https://doi.org/10.1108/GKMC-11-2019-0135>
- Andargie, M. S., & Azar, E. (2019). An applied framework to evaluate the impact of indoor office environmental factors on occupants' comfort and working conditions. *Sustainable Cities and Society*, 46(February), 101447. <https://doi.org/10.1016/j.scs.2019.101447>
- Andersen, L. B., Bjørnholt, B., Bro, L. L., & Holm-Petersen, C. (2018). Leadership and motivation: a qualitative study of transformational leadership and public service motivation. *International Review of Administrative Sciences*, 84(4), 675–691. <https://doi.org/10.1177/0020852316654747>
- Anyiko-Awori, B. W., Namada, J. M., & Linge, T. K. (2018). Inspirational motivation on employee performance in regulatory state corporations in Kenya. *Journal of Human Resource and Leadership*, 3(1), 1–16.
- Arifani, A. T., & Susanti, A. Y. (2020). Literature review factors affecting employee performance: Competence, compensation, and leadership. *Journal of Economics, Finance & Accounting*, 1(2), 358–372. <https://doi.org/10.38035/DIJEFA>



- Aronsson, G., Theorell, T., Grape, T., Hammarström, A., Hogstedt, C., Marteinsdottir, I., Skoog, I., Träskman-Bendz, L., & Hall, C. (2017). A systematic review including meta-analysis of work environment and burnout symptoms. *BMC Public Health*, 17(1), 1–13. <https://doi.org/10.1186/s12889-017-4153-7>
- Atnafu, D., & Balda, A. (2018). The impact of inventory management practice on firms' competitiveness and organizational performance: Empirical evidence from micro and small enterprises in Ethiopia. *Cogent Business and Management*, 5(1), 1–16. <https://doi.org/10.1080/23311975.2018.1503219>
- Azmy, A. (2021). Implications of job satisfaction, organizational commitment, and organizational culture on organizational citizenship behavior in electrical professional organizations in Indonesia. *International Journal of Applied Business Research*, 3(2), 151–168. <https://doi.org/10.35313/ijabr.v3i2.152>
- Basalamah, M. S. A., & As'ad, A. (2021). The role of work motivation and work environment in improving job satisfaction. *Golden Ratio of Human Resource Management*, 1(2), 94–103. <https://doi.org/10.52970/grhrm.v1i2.54>
- Bass, B. M. (1985). Leadership: Good, better, best. *Organizational Dynamics*, 13(3), 26–40. [https://doi.org/10.1016/0090-2616\(85\)90028-2](https://doi.org/10.1016/0090-2616(85)90028-2)
- Bass, B. M., Waldman, D. A., Avolio, B. J., & Bebb, M. (1987). Transformational Leadership and the Falling Dominoes Effect. *Group & Organization Management*, 12(1), 73–87. <https://doi.org/10.1177/105960118701200106>
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77(May), 64–75. <https://doi.org/10.1016/j.ijhm.2018.06.014>
- Burns, K. E. A., Duffett, M., Kho, M. E., Meade, M. O., Adhikari, N. K. J., Sinuff, T., & MD, D. J. C. (2008). A guide for the design and conduct of self-administered surveys of clinicians. *Cmaj*, 349(3), 339–350. [https://doi.org/10.1007/978-3-319-48317-7\\_21](https://doi.org/10.1007/978-3-319-48317-7_21)
- Caldwell, J. A., Caldwell, J. L., Thompson, L. A., & Lieberman, H. R. (2019). Fatigue and its management in the workplace. *Neuroscience and Biobehavioral Reviews*, 96(July 2018), 272–289. <https://doi.org/10.1016/j.neubiorev.2018.10.024>
- Cera, E., & Kusaku, A. (2020). Factors influencing organizational performance: Work environment, training-development, management and organizational culture. *European Journal of Economics and Business Studies*, 6(1), 16–27.
- Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4(April), 19–43. <https://doi.org/10.1146/annurev-orgpsych-032516-113108>
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171–193. <https://doi.org/10.1108/IJPPM-01-2018-0012>
- Dong, X., Wu, Y., Chen, X., Li, H., Cao, B., Zhang, X., Yan, X., Li, Z., Long, Y., & Li, X. (2021). Effect of thermal, acoustic, and lighting environment in underground

- space on human comfort and work efficiency: A review. *Science of the Total Environment*, 786, 147537. <https://doi.org/10.1016/j.scitotenv.2021.147537>
- Dul, J., Ceylan, C., & Jaspers, F. (2016). Knowledge workers' creativity and the role of the physical work environment. *Human Resource Management*, 45(1), 715–734. <https://doi.org/10.1002/hrm>
- Dulloh, M., Limgiani, L., & Suwardi, L. A. (2024). Analyze the work environment to improve employee performance. *Revenue Journal: Management and Entrepreneurship*, 1(2), 127–134. <https://doi.org/10.61650/rjme.v2i1.3>
- Duque, L., Costa, R., Dias, Á., Pereira, L., Santos, J., & António, N. (2020). New ways of working and the physical environment to improve employee engagement. *Sustainability (Switzerland)*, 12(17), 1–18. <https://doi.org/10.3390/SU12176759>
- Emmanuel, O. O. (2021). The dynamics of work environment and its impact on organizational objectives. *Annals of Human Resource Management Research*, 1(2), 145–158. <https://doi.org/10.35912/ahrmr.v1i2.826>
- Escortell, R., Baquero, A., & Delgado, B. (2020). The impact of transformational leadership on the job satisfaction of internal employees and outsourced workers. *Cogent Business and Management*, 7(1). <https://doi.org/10.1080/23311975.2020.1837460>
- Faupel, S., & Süß, S. (2019). The effect of transformational leadership on employees during organizational change—an empirical analysis. *Journal of Change Management*, 19(3), 145–166. <https://doi.org/10.1080/14697017.2018.1447006>
- Ferraro, T., Moreira, J. M., Dos Santos, N. R., Pais, L., & Sedmak, C. (2018). Decent work, work motivation and psychological capital: An empirical research. *Work*, 60(2), 339–354. <https://doi.org/10.3233/WOR-182732>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Goenaga, R. R. (2024). *Employee Perceptions of Effective Leadership Styles in Promoting Employee Motivation in A Governmental Academic Workplace*. Walden University.
- Hair, Jr., J. F., M. Hult, G. T., M. Ringle, C., Sarstedt, & Marko. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* [3 ed]. In Sage Publishing.
- Hair, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: Updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107-123. <https://doi.org/10.1504/IJMDA.2017.10008574>
- Hilkenmeier, F., Bohndick, C., Bohndick, T., & Hilkenmeier, J. (2020). Assessing distinctiveness in multidimensional instruments without access to raw data – a manifest fornell-larcker criterion. *Frontiers in Psychology*, 11(March), 1–9. <https://doi.org/10.3389/fpsyg.2020.00223>
- Jamal-Ali, B., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21–30. <https://doi.org/10.22161/ijebm.5.2.3>

- Jensen, U. T., & Bro, L. L. (2018). How transformational leadership supports intrinsic motivation and public service motivation: The Mediating role of basic need satisfaction. *American Review of Public Administration*, 48(6), 535–549. <https://doi.org/10.1177/0275074017699470>
- Khokhar, A. M., & Zia-ur-Rehman, M. (2017). Linking ethical leadership to employees' performance: mediating role of organizational citizenship behavior and counterproductive work behavior. *Pakistan Journal of Commerce and Social Sciences*, 11(1), 222–251.
- Kundi, Y. M., Aboramadan, M., Elhamalawi, E. M. I., & Shahid, S. (2020). Employee psychological well-being and job performance: Exploring mediating and moderating mechanisms. *International Journal of Organizational Analysis*, 29(3), 736–754. <https://doi.org/10.1108/IJOA-05-2020-2204>
- Kuswati, Y. (2020). The effect of motivation on employee performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 995–1002. <https://doi.org/10.33258/birci.v3i2.928>
- Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: workers' feelings of contributing, or not, to the organization's productivity. *International Journal of Environmental Research and Public Health*, 16(20), 1–18. <https://doi.org/10.3390/ijerph16203803>
- Mach, M., Ferreira, A. I., & Abrantes, A. C. M. (2022). Transformational leadership and team performance in sports teams: A conditional indirect model. *Applied Psychology*, 71(2), 662–694. <https://doi.org/10.1111/apps.12342>
- Maolani, D. Y. (2023). Public sector leadership and organizational change: Analyzing the effectiveness of transformational leadership in government agencies. *Indonesian Journal of Humanities and Social*, 4(2), 539–554. <https://doi.org/10.33367/ijhass.v4i2.5922>
- Mickson, M. K., Anlesinya, A., & Malcalm, E. (2020). Mediation role of diversity climate on leadership and job satisfaction in the Ghanaian public sector. *World Journal of Entrepreneurship, Management and Sustainable Development*, 17(2), 167–188. <https://doi.org/10.1108/WJEMSD-10-2019-0080>
- Milan, G., Silva, M., & Bebbber, S. (2015). Analysis of attributes and dimensions of the built environment quality from the perspective of employees from furniture companies. *Brazilian Business Review*, 12(2), 66–86. <https://doi.org/10.15728/bbr.2015.12.2.4>
- Mubarak, F., & Noor, A. (2018). Effect of authentic leadership on employee creativity in project-based organizations with the mediating roles of work engagement and psychological empowerment. *Cogent Business and Management*, 5(1). <https://doi.org/10.1080/23311975.2018.1429348>
- Musa, Y., Danjuma, S., Ayotunde Alaba, F., Ritonga, R., Muhammad, A., Djajanto, L., & Herawan, T. (2018). An impact of transformational leadership on employees' performance: A case study in Nigeria. *Advances in Intelligent Systems and Computing*, 672(March), 708–719. [https://doi.org/10.1007/978-981-10-7512-4\\_70](https://doi.org/10.1007/978-981-10-7512-4_70)

- Nguyen, H. M., Mai, L. T., & Huynh, T. L. (2019). The role of transformational leadership toward work performance through intrinsic motivation: A study in the pharmaceutical field in Vietnam. *Journal of Asian Finance, Economics and Business*, 6(4), 201–212. <https://doi.org/10.13106/jafeb.2019.vol6.no4.201>
- Pancasila, I., Haryono, S., & Sulisty, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, 7(6), 387–397. <https://doi.org/10.13106/jafeb.2020.vol7.no6.387>
- Pang, K., & Lu, C. S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1), 36–52. <https://doi.org/10.1108/MABR-03-2018-0007>
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implications towards employee performance in Parador hotels and resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337–1358. <https://doi.org/10.1108/IJLMA-10-2016-0085>
- Perkasa, D. H., & Herawaty, Y. (2021). Efek mediasi komitmen organisasi dalam mempengaruhi keterikatan kerja dan kepemimpinan transformasional terhadap OCB di PT. Vindo internasional. *Jurnal Perspektif Manajerial Dan Kewirausahaan (JPMK)*, 2(1), 90–103. <https://doi.org/10.59832/jpmk.v2i1.27>
- Pitaloka, E., & Sofia, I. P. (2014). The effect of work environment, job satisfaction, organization commitment on OCB. *International Journal of Business, Economic and Law*, 5(2), 10–18.
- Pritchard, R. D., & Ashwood, E. L. (2010). *Managing Motivation: A Manager's Guide to Diagnosing and Improving Motivation*, First Edition. Routledge. <https://doi.org/10.4324/9780203888346>
- Ribeiro, N., Yucel, I., & Gomes, D. (2018). How transformational leadership predicts employees' affective commitment and performance. *International Journal of Productivity and Performance Management*, 67(9), 1901–1917. <https://doi.org/10.1108/IJPPM-09-2017-0229>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162–174. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Saha, S., & Kumar, S. P. (2018). Organizational culture as a moderator between affective commitment and job satisfaction: Empirical evidence from Indian public sector enterprises. *International Journal of Public Sector Management*, 31(2), 184–206. <https://doi.org/10.1108/IJPSM-03-2017-0078>
- Sanusi, F. A., & Johl, S. K. (2020). A proposed framework for assessing the influence of internal corporate social responsibility belief on employee intention to job continuity. *Corporate Social Responsibility and Environmental Management*, 27(6), 2437–2449. <https://doi.org/10.1002/csr.2025>

- Schaufeli, W. B. (2017). Applying the job demands-resources model: A ‘how to’ guide to measuring and tackling work engagement and burnout. *Organizational Dynamics*, 46(2), 120–132. <https://doi.org/10.1016/j.orgdyn.2017.04.008>
- Seltzer, J., & Bass, B. M. (1990). Transformational leadership: Beyond initiation and consideration. *Journal of Management*, 16(4), 693–703. <https://doi.org/10.1177/014920639001600403>
- Senge, P. M. (1990). The Leader's New Work: Building Learning Organizations. *Sloan Management Review*, 32(1), 7–23.
- Shobe, K. (2018). Productivity driven by job satisfaction, physical work environment, management support and job autonomy. *Business and Economics Journal*, 09(02), 1-9. <https://doi.org/10.4172/2151-6219.1000351>
- Siangchokyoo, N., Klinger, R. L., & Campion, E. D. (2020). Follower transformation as the linchpin of transformational leadership theory: A systematic review and future research agenda. *Leadership Quarterly*, 31(1), 101341. <https://doi.org/10.1016/j.leaqua.2019.101341>
- Sigursteinsdóttir, H., Skúladóttir, H., Agnarsdóttir, T., & Halldórsdóttir, S. (2020). Stressful factors in the working environment, lack of adequate sleep, and musculoskeletal pain among nursing unit managers. *International Journal of Environmental Research and Public Health*, 17(2). <https://doi.org/10.3390/ijerph17020673>
- Soares, N., Bastos, J., Pereira, D., Soares, A., Amaral, A. R., Asadi, E., Rodrigues, E., Lamas, F. B., Monteiro, H., Lopes, M. A. R., & Gaspar, A. R. (2017). A review on current advances in the energy and environmental performance of buildings towards a more sustainable built environment. *Renewable and Sustainable Energy Reviews*, 77, 845–860. <https://doi.org/10.1016/j.rser.2017.04.027>
- Steinmann, B., Klug, H. J. P., & Maier, G. W. (2018). The path is the goal: How transformational leaders enhance followers’ job attitudes and proactive behavior. *Frontiers in Psychology*, 9(NOV), 1–15. <https://doi.org/10.3389/fpsyg.2018.02338>
- Sumarmi, S., Sudaryana, A., & Muchran, M. (2024). Authentic leadership and employee silence intention: Mediated by perceptions of organizational politics and organizational commitment. *Journal of Economics and Management (Poland)*, 46(1), 424–447. <https://doi.org/10.22367/jem.2024.46.16>
- Sumarmi, S., Tjahjono, H. K., Qamari, I. N., & Shaikh, M. (2024). authentic leadership and team performance: Exploring the mediating role of dynamic adaptive capability. *Journal of Leadership in Organizations*, 6(2), 159–180. <https://doi.org/10.22146/jlo.94502>
- Sumarmi, S., Winarni, T., & Sumarni, M. (2022). Transformational leadership and organizational citizenship behavior in the COVID-19 era: Mediating analysis. *KnE Social Sciences*, 855–867. <https://doi.org/10.18502/kss.v7i14.12037>
- Sun, R., & Henderson, A. C. (2017). Transformational leadership and organizational processes: Influencing public performance. *Public Administration Review*, 77(4), 554–565. <https://doi.org/10.1111/puar.12654>



- Surianto, & Nurfahira. (2024). The Role of Work environment and leadership in enhancing employee performance. *Economics and Digital Business Review*, 5(2), 1054–1070. <https://doi.org/10.37531/ecotal.v5i2.1606>
- Vischer, J. C., & Wifi, M. (2017). *The Effect of Workplace Design on Quality of Life at Work*. In *Handbook of Environmental Psychology and Quality of Life Research*, Eds., London: Springer. [https://doi.org/10.1007/978-3-319-31416-7\\_21](https://doi.org/10.1007/978-3-319-31416-7_21)
- Walia, P. (2014). Work-life balance of bank employees: A comparison. *Indian Journal of Commerce and Management Studies*, 5(3), 80–82
- Wolkoff, P., Azuma, K., & Carrer, P. (2021). Health, work performance, and risk of infection in office-like environments: The role of indoor temperature, air humidity, and ventilation. *International Journal of Hygiene and Environmental Health*, 233(September), 113709. <https://doi.org/10.1016/j.ijheh.2021.113709>
- Young, S. L. (2016). Creative workplace characteristics and innovative start-up companies. *Facilities*, 34(7), 413–432. <https://doi.org/10.1108/F-06-2014-0054>
- Yusuf Iis, E., Wahyuddin, W., Thoyib, A., Nur Ilham, R., & Sinta, I. (2022). The effect of career development and work environment on employee performance with work motivation as an intervening variable at the office of agriculture and livestock in Aceh. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, 2(2), 227–236. <https://doi.org/10.54443/ijevas.v2i2.191>