

The Influence of Transformational Leadership, Work Motivation and Physical Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Pelindo Regional 1 (Persero) Belawan Branch

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ABSTRACT

Factors that significantly impact employee performance include transformational leadership, intrinsic drive at work, and the physical work environment. An employee's level of job happiness is directly correlated to the level of performance they deliver. Using job satisfaction as an intermediary variable, this study aims to examine the impact of transformational leadership, work motivation, and the physical work environment on employee performance at the Belawan Branch of PT. Pelindo Regional 1 (Persero). The 52 participants who made up the sample were all permanent workers of the Belawan Branch of PT. Pelindo Regional 1 (Persero). Descriptive statistics and path analysis were used to analyze the data. Employee performance is positively and significantly impacted by transformational leadership, work motivation, and the physical work environment, according to the research.

INTRODUCTION

Organizations operate in dynamic environments that require continuous adaptation and innovation. A key determinant of organizational success lies in employee performance, which directly affects productivity, innovation, and competitiveness. Given this, identifying factors that influence performance becomes a critical area of study. It has become clear that the physical work environment, employee motivation, and transformational leadership are three of the most important elements in determining performance outcomes.

A transformational leader is one who motivates their team members to put the organization's needs ahead of their own. Transformative leaders build trust, encourage intellectual development, and help team members see how their goals fit into the bigger picture. Doing so fosters an atmosphere where workers are inspired to exceed all expectations. Employee engagement and performance are both improved by transformative leadership, according to the research.

Another critical factor impacting employee conduct is work motivation. Organizations are able to accomplish their goals with the help of motivated personnel because they are more enthusiastic, committed, and resilient. Extrinsic factors, such as money rewards and job growth opportunities, and intrinsic factors, such as personal fulfillment, are the two main drivers of motivation. Understanding these motivational drivers can help organizations design effective incentive systems to boost performance.

The physical work environment also plays a pivotal role in shaping employee outcomes. An environment that prioritizes comfort, safety, and functionality can enhance job satisfaction and reduce workplace stress, thereby improving productivity. Conversely, poor environmental conditions can lead to dissatisfaction, absenteeism, and higher turnover rates. Elements such as lighting, ventilation, noise levels, and ergonomic design significantly impact employees' well-being and performance.

At PT. Pelindo Regional 1 (Persero) Belawan Branch, recent performance metrics indicate declining trends in key divisions, particularly technical and marketing. Challenges such as inadequate leadership practices, insufficient motivational strategies, and suboptimal workplace conditions have been identified as underlying issues. For example, task completion rates and customer satisfaction scores have shown a noticeable decline, highlighting the need for targeted interventions to address these gaps.

Employee performance at the Belawan Branch of PT. Pelindo Regional 1 (Persero) is examined in this study in relation to transformational leadership, intrinsic motivation, and the physical work environment. Also discussed is the mediating function of work satisfaction, which is an important connection between the factors mentioned and the results of performance evaluations. Organizational strategies and the area of human resource management as a whole can benefit from the empirical evidence that this research strives to provide.

LITERATURE REVIEW

Employee Performance

Since employee performance affects a company's bottom line, it stands to reason that all businesses will strive to increase performance in order to achieve their objectives. A person's performance in the workplace is defined as their level of success as evaluated against the goals and objectives of the organization. When workers do their tasks in line with the assignments made to them, the end result is their performance, which can be measured by the quality and quantity of their work (Meithiana, 2017). Arnada (2021) argues that when workers are entrusted with the duty of performing an activity to the best of their ability, it leads to employee performance, which in turn benefits the firm. A worker's performance is defined by Rachmawati (2021) as the amount of output they are able to produce within a given time frame. The employee's output is directly related to this work achievement, which in turn affects the organization's or company's ability to realize its goals. Employee performance is defined by Ismawati (2021) as the end result of an individual's effort in carrying out the tasks assigned to them by their employer.

When people or businesses do their jobs well and meet their goals within the allocated time frame, we say that they have performed well (Emelias, 2021). Employee performance, according to the previous definition, is the end result of each worker's efforts over a given time period that contributes to the accomplishment of organizational objectives.

Transformational Leadership

According to Jufrizen and Lubis (2020), transformational leaders inspire their people to achieve predetermined objectives by making everyone's responsibilities and responsibilities' responsibilities crystal clear. As a leadership style, transformational leadership seeks to inspire and motivate followers to put the greater good ahead of their own interests (Bakker et al., 2022). Possessing the charm and desire to inspire others is a hallmark of transformational leadership. Transformational leaders have a magnetic presence that draws others toward their vision, igniting a shared passion for work excellence (Juhro, 2020. Juhro, S. M. (2020). Transformational leaders foster a supportive and nurturing environment that encourages collaboration and teamwork. They value and respect the contributions of each member, fostering a sense of unity and shared responsibility. By building strong relationships and cultivating a culture of trust, transformational leaders create a foundation for continuous improvement and sustainable growth (Addin et al., 2020). Addin, F. N., Bintang Kejora, M. T., & Kosim, A. (2020). Transformational leadership is centered on the idea that leaders have the power to inspire and motivate their followers to exceed their own expectations and achieve extraordinary results (Arif & Akram, 2018). Arif, S., & Akram, A. (2018). Work performance is affected by the effectiveness of transformative leadership (Andriani et al., 2018). To sum up, transformational leadership is a style of management in which the boss inspires his employees to go above and beyond by elevating both their own and the team's feeling of value.

Work motivation

Because workers' expectations of their own formation have a direct bearing on the efficiency with which an organization operates, the idea of motivation is crucial to understanding how workers act. Based on the definition provided by Lusri and Siagian (2017), motivation is a condition that motivates or leads someone to act. It is a driving force or stimulant that can guide, direct, and govern behavior in humans. In 2022, Dyah Istiyarti and colleagues What drives people to take steps toward a goal is known as motivation. One definition of motivation is "the internal drive or longing to accomplish a goal" (Kristanti 2019).

Employees' intrinsic and extrinsic elements are the two main categories into which the psychological process of motivation falls (Yayah Khoerunnisa, Nurjanah Rahayuningsih, Suranta, 2019). Employees are more likely to go above and beyond in their work when they are intrinsically motivated to do so, which is known as "gold directed behavior." Managers need to understand this process if they want to successfully foster work towards completing organizational goals. Suparman, (Dwi Wahyu A., M. Hasanur Arifin, 2019).

Based on the definitions above, work motivation is an important thing that must be applied in a company, especially for an employee. That way, the existing drive and desire will be able to create the ability and skills of an employee so that they can achieve a goal that will be achieved by the company.

Physical Work Environment

According to (Afandi, 2018), factors including temperature, humidity, lighting, ventilation, and cleanliness of the workplace are part of the physical work environment, which might impact workers' ability to carry out their responsibilities. The physical work environment encompasses all the things around employees that have an impact on their ability to do job duties (Nitisemito, 2018). Any and all external physical factors that have the potential to have an impact on workers, either directly or indirectly, are collectively referred to as the physical work environment (Sedarmayanti, 2017). Both workers' comfort and productivity can be enhanced by creating a pleasant workplace. Good performance is the result of an employee working in a physically supportive workplace. On the flip side, staff will be less productive if they are required to work in an unsuitable physical workplace that hinders their ability to perform at their best. It follows that a worker's performance and the quality of his job are both impacted by the physical aspects of his work environment.

Job satisfaction

Job satisfaction is a positive feeling about one's job which is the result of evaluating the characteristics of the satisfaction itself (Robbins, Stephen, & A, 2018). Job satisfaction is a feeling that describes how satisfied a person is with their job (Gazi et al., 2022). Job satisfaction is associated with various positive attitudes of workers towards their jobs and all experiences faced in their work environment (Onyemah et al., 2018). Someone who states that they have high job satisfaction indicates that the employee really likes their job and is proud of their job (Noermijati et al., 2022). The measure of satisfaction is based on the reality faced and the compensation received from the effort and energy that has been

given (Cheng, 2021). Job satisfaction will make employees feel comfortable, happy and enthusiastic in completing the tasks assigned leading to high employee performance. Job satisfaction is ultimately considered a determinant of employee performance and reduces the desire of employees to change jobs (Nugraha et al., 2022).

Job satisfaction has various theories, including: Adam's equity theory, Porter's discrepancy theory, Schaffer's need fulfillment theory, Alderfer's social reference group theory, Victor Vroom's expectancy theory, and Herzberg's two-factor theory (Bagia, 2017).

Conceptual Framework

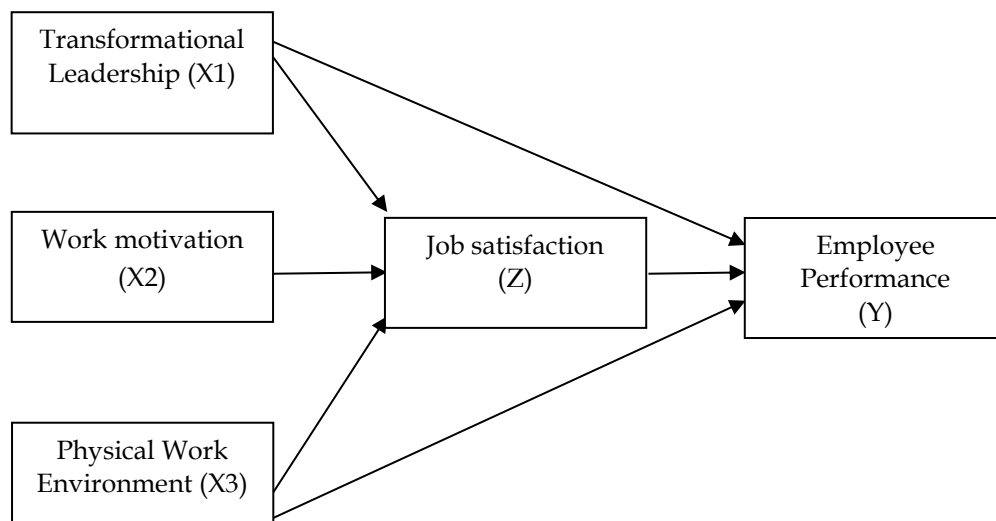


Figure 1. Conceptual Framework

METHODOLOGY

Research Design

This study employs a quantitative approach with a descriptive and explanatory design. The quantitative method allows for the analysis of numerical data to identify relationships between variables. The descriptive aspect provides an overview of the current conditions at PT. Pelindo Regional 1 (Persero) Belawan Branch, while the explanatory design explores causal relationships between variables.

Population and Sample

The population of this study consists of all 52 permanent employees working at PT. Pelindo Regional 1 (Persero) Belawan Branch. Given the manageable size of the population, total sampling was employed, ensuring that all employees participated in the research.

Data Collection

The transformational leadership, physical work environment, job satisfaction, and employee performance dimensions were measured with a

structured questionnaire. One could "strongly disagree" with the statement and "strongly agree" with it on the quiz. In order to guarantee the instrument's validity and reliability, pilot testing was carried out.

Variables and Measurement

This study's independent variables are the following: transformational leadership, intrinsic drive at work, and the physical workplace. Performance on the job is the dependent variable, with job satisfaction serving as the mediating variable. Measurement indicators for each variable were adapted from established scales in previous research.

Data Analysis Techniques

To summarize the demographics and perspectives of the study's participants, descriptive statistics were used to the collected data. With job satisfaction serving as the mediating variable, a path analysis was carried out to investigate the direct and indirect impacts of transformational leadership, work motivation, and the physical work environment on employee performance. The Sobel test was employed to assess the significance of the mediation effect.

RESEARCH RESULT

Descriptive Analysis

At PT Pelindo Regional 1 (Persero) Belawan Branch, this study sought to examine the impact of transformational leadership, work motivation, and the physical work environment on employee performance. Job satisfaction was seen as a mediator between these factors. In all, 52 permanent employees participated in the survey. A combination of descriptive statistics and path analysis was used to analyze the data collected from structured questionnaires.

Table 1. Respondent Characteristics Based on Gender

Gender	Number of people	Percentage %
Man	39	75
Woman	13	25
Amount	52	100

Source: Research Results, 2024 (Data processed)

Table 2. Respondent Characteristics Based on Age

Age	Number of people	Percentage %
21-30 Years	1	1.92
31-40 Years	26	50
41-50 Years	15	28.85
>50 Years	10	19.23
Amount	52	100

Source: Research Results, 2024 (Data processed)

Table 3. Respondent Characteristics Based on Last Education

Education	Number of people	Percentage %
D3	2	3.85
S1	40	76.92
S2	10	19.23
Amount	52	100

Source: Research Results, 2024 (Data processed)

Table 4. Respondent Characteristics Based on Length of Service

Length of work	Number of people	Percentage %
1-5 Years	2	3.85
5-10 Years	22	42.30
10-15 Years	18	34.62
>15 Years	10	19.23
Amount	52	100

Source: Research Results, 2024 (Data processed)

The distribution of responses to the survey questions is detailed in the description of the respondents' answers. The distribution of respondents' answers regarding the following variables: Transformational Leadership (X1), Work Motivation (X2), Physical Work Environment (X3), Job Satisfaction (Z), and Employee Performance (Y).

Table 5. Summary of Hypothesis Testing Results

No	Hypothesis	Positive/Negative	Significant/Not Significant	Information
1	Job satisfaction is positively and significantly impacted by transformational leadership.	Beta Value = 0.125 (Positive)	0.003 < 0.05 (Significant)	Accepted
2	Job satisfaction is positively and significantly impacted by intrinsic motivation at work.	Beta Value = 0.702 (Positive)	0.000 < 0.05 (Significant)	Accepted
3	Employees report higher levels of job satisfaction when they are in a physically pleasant work environment.	Beta Value = 0.030 (Positive)	0.012 < 0.05 (Significant)	Accepted
4	Employee Performance is Positively and Significantly Affected by Transformational Leadership.	Beta Value = 0.373 (Positive)	0.012 < 0.05 (Significant)	Accepted
5	Employee performance is positively and significantly impacted by job motivation.	Beta Value = 0.009 (Positive)	0.048 < 0.05 (Significant)	Accepted
6	There is a favorable and statistically significant relationship between the physical workplace and worker productivity.	Beta Value = 0.248 (Positive)	0.004 < 0.05 (Significant)	Accepted

7	Employee Performance is Favorably and Significantly Affected by Job Satisfaction.	Beta Value = 0.421 (Positive)	0.002 < 0.05 (Significant)	Accepted
8	Employee Performance is positively and marginally impacted by transformational leadership as measured by job satisfaction.	Beta Value = 0.052 (Positive)	0.465 > 0.05 (Not Significant)	Rejected
9	Employee Performance is Influenced by Work Motivation in a Positive and Significant Way via Job Satisfaction	Beta Value = 0.295 (Positive)	0.005 < 0.05 (Significant)	Accepted
10	Job satisfaction has a small but favorable impact on physical work environment and employee performance.	Beta Value = 0.012 (Positive)	0.747 > 0.05 (Not Significant)	Rejected

DISCUSSION

Transformational Leadership and Job Satisfaction

Transformational leadership, characterized by leaders who inspire trust, encourage creativity, and show appreciation, significantly enhances job satisfaction. Employees who feel supported and appreciated by their leaders experience greater satisfaction with their work. The study found that transformational leadership positively affects job satisfaction. As leadership improves, so does employee satisfaction (Nur et al., 2016).

Work Motivation and Job Satisfaction

Work motivation significantly influences job satisfaction. Motivated employees, who are driven to achieve goals and contribute creatively, tend to have higher job satisfaction. In contrast, lower motivation leads to decreased satisfaction. This finding underscores the importance of motivation for ensuring employee contentment (Juwainia et al., 2021).

Physical Work Environment and Job Satisfaction

A positive physical work environment, including factors like lighting, temperature, cleanliness, and workspace organization, directly impacts job satisfaction. Employees feel more satisfied when their workspaces are comfortable and well-equipped. The study confirmed that a conducive physical environment enhances job satisfaction (Anasi, 2020).

Transformational Leadership and Employee Performance

Transformational leadership, which promotes creativity, confidence, and motivation, positively impacts employee performance. Employees are more likely to perform well in a supportive and inspiring environment. However, the study revealed that some aspects, such as listening to employee complaints, need improvement in order to maximize performance (Sembiring et al., 2022).

Work Motivation and Employee Performance

Employee performance can be greatly improved through the power of motivation. Work of a higher quality is more likely to be produced by employees who are intrinsically motivated to succeed in both their professional and personal endeavors. Conversely, lack of motivation leads to decreased performance (Afandi, 2018; Setyo et al., 2021).

Physical Work Environment and Employee Performance

The physical work environment significantly influences employee performance. A comfortable workspace with good lighting, organization, and adequate facilities helps employees focus and perform better. The study found that a positive work environment boosts performance (Al-Omari & Okasheh, 2017).

Job Satisfaction and Employee Performance

Employee performance is greatly enhanced when they are satisfied with their job. When workers are happy in their jobs, they give them all. Negative actions, such as disengagement, are associated with unhappiness. Fostering job enjoyment is crucial for optimal performance, as this association shows. (Yoopetch et al., 2021).

Transformational Leadership, Job Satisfaction, and Employee Performance

While transformational leadership positively impacts employee performance through job satisfaction, the relationship between leadership and performance was found to be not significant when mediated by satisfaction. This suggests that while leadership is important, other factors may influence performance. There's a need to improve leadership practices to create a more direct impact on employee performance (Prabowo et al., 2018).

Work Motivation, Job Satisfaction, and Employee Performance

Motivation positively influences employee performance through job satisfaction. When employees are motivated, their satisfaction increases, leading to improved performance. This relationship emphasizes the importance of maintaining high motivation levels to ensure both satisfaction and performance are optimized (Sobayarun et al., 2021).

Physical Work Environment, Job Satisfaction, and Employee Performance

The physical work environment positively affects job satisfaction, but its impact on employee performance through satisfaction was not significant. This indicates that while a good environment enhances satisfaction, it doesn't necessarily translate into improved performance. Efforts to improve physical working conditions, such as better lighting and workspace organization, are needed to positively affect both job satisfaction and performance (Prayogatama & Surjanti, 2017).

CONCLUSIONS AND RECOMMENDATIONS

Several inferences and recommendations can be derived from the analysis and discussion, as outlined below:

1. The impact of transformational leadership on job satisfaction is favorable and substantial.
2. There is a favorable and strong relationship between job satisfaction and work motivation.
3. Job satisfaction is positively and significantly impacted by the physical work environment.
4. The impact of transformational leadership on employee performance is both good and substantial.
5. Employee Performance is Positively and Significantly Affected by Work Motivation
6. Employee Performance is Favorably and Significantly Affected by the Physical Work Environment.
7. Employee Performance is Positively and Significantly Affected by Job Satisfaction
8. Through increasing job satisfaction, transformational leadership has a small but favorable impact on employee performance.
9. Employee Performance is Influenced by Work Motivation in a Positive and Significant Way via Job Satisfaction
10. Employee Performance is positively and marginally impacted by the physical work environment as it relates to job satisfaction.

ADVANCED RESEARCH

Based on the limitations of this study, it is hoped that future researchers can expand the scope of their research beyond this study. In addition, other variables such as work discipline, communication, employee development and others can also be added.

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