

## The Influence of Transformational Leadership and Work Environment on Employee Performance with Job Satisfaction as a Mediating Variable at the Representative Office of Bank Indonesia in Malang



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**ABSTRACT:** The purpose of this study is to describe transformational leadership, work environment, job satisfaction, and employee performance at the Bank Indonesia Malang Representative Office and to analyze the influence of transformational leadership and work environment on job satisfaction and employee performance at the Bank Indonesia Malang Representative Office and to analyze the influence of transformational leadership and work environment on employee performance when mediated by job satisfaction. The population to be observed in this study were 59 permanent employees of the Bank Indonesia Malang Representative Office and the sampling technique used a census, so that all members of the population were used as research objects. The data analysis technique used was Partial Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.0. The results of the study showed that transformational leadership and work environment had a significant influence on employee performance at the Bank Indonesia Malang Representative Office. Transformational leadership and work environment had a significant influence on employee job satisfaction at the Bank Indonesia Malang Representative Office. Job satisfaction had a significant influence on employee performance at the Bank Indonesia Malang Representative Office. Job satisfaction was able to mediate the influence of transformational leadership and work environment on employee performance at the Bank Indonesia Malang Representative Office.

**KEYWORDS:** transformational leadership, work environment, job satisfaction, employee performance, Bank Indonesia

### I. INTRODUCTION

Bank Indonesia is one of the government institutions that plays a significant role in the economic condition of Indonesia. Bank Indonesia operates 46 Domestic Representative Offices and 5 International Representative Offices located in Beijing, Tokyo, Singapore, New York, and London. At the Bank Indonesia Representative Office in Malang, there are 59 permanent employees, consisting of 41 non-officer staff, ranging from Executives to Staff, and 18 officers, ranging from Assistant Managers to Deputy Directors.

According to data from the Bank Indonesia Representative Office in Malang, the performance rating in 2021 was categorized as A, in 2022 as B, and in 2023 as A. This performance reflects the performance of the employees at the Bank Indonesia Representative Office in Malang. In this study, the focus is on addressing the urgency of the inconsistent performance of employees at the Bank Indonesia Representative Office in Malang, which has led to fluctuating performance levels. Nevertheless, employee performance has met the required standards to date. Therefore, a model is needed to address employee performance issues in the future.

The success and performance of a company can be observed through the achievements of its employees. Companies demand that employees perform optimally, as the quality of their performance significantly impacts the overall success and performance of the organization (Robbins and Judge, 2013). Performance is considered good and successful if the desired objectives are achieved effectively. Robins (2006) defines performance as a function of the interaction between ability and motivation.

Improvement in employee performance is determined by the role of leadership in implementing transformational leadership. According to Jufrizen & Lubis (2020), transformational leadership is a type of leadership that integrates or motivates followers toward established goals by clarifying roles and task demands. Lo and Run (2010) stated that transformational leadership can motivate subordinates to perform tasks as expected. Research conducted by Tamawiwiy and Edastama (2024), Khan et al. (2020), Basalamah (2023), and Shovi et al. (2023) concluded that transformational leadership influences employee performance.

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However, different findings were presented by Prabowo et al. (2018) and Suciono et al. (2022), which showed that transformational leadership does not affect employee performance.

In addition to transformational leadership, the work environment is another factor influencing employee performance. Nurjaya (2021) stated that the work environment plays a crucial role in shaping employee performance. Research conducted by Shammout (2021), Zhenjing et al. (2022), Gunawan et al. (2024), and Berhed and Ariani (2024) concluded that the work environment positively impacts employee performance improvement. However, different findings were presented by Rahadi et al. (2024), who concluded that the work environment does not influence employee performance improvement. The results of studies on the influence of transformational leadership and the work environment on employee performance have shown inconsistent outcomes or research gaps. This creates opportunities and makes it interesting to revisit the topic. To fill the research gap, exploring job satisfaction as a mediating variable is considered compelling.

Employee performance improvement can be explained through attribution theory, which provides arguments about individual behavior. According to Luthans (2006), this theory refers to how individuals explain their own behavior or that of others through two factors: internal factors and external factors. This theory is also used to describe how behavior assessments are made, whether influenced by environmental factors or personal factors (Robbins and Judge, 2013). Internal factors are related to transformational leadership and job satisfaction, while external factors are associated with the work environment.

Robbins and Coulter (2015) stated that job satisfaction is a general attitude of an individual toward their job. Employee job satisfaction is influenced by the role of transformational leadership. Bushra et al. (2011) found that employees working under transformational leaders tend to have higher levels of job satisfaction. Research by Puspitasari (2016), Sari et al. (2017), Djuraidi and Laily (2020), Djaya (2022), and Pratama et al. (2024) concluded that transformational leadership affects employee job satisfaction.

The work environment is a factor that supports the creation of employee job satisfaction. Aoliso and Lao (2018) revealed that good working conditions significantly enhance employee job satisfaction, as a good work environment plays a crucial role in reducing fatigue and alleviating or minimizing boredom. Conversely, a poor work environment can negatively impact job performance, as employees may feel disturbed while working. Research conducted by Sudiarditha et al. (2016), Dalena et al. (2020), Yuliantini and Santoso (2020), Rosento et al. (2022), and Winata et al. (2022) concluded that the work environment significantly contributes to job satisfaction.

Job satisfaction reflects workers' feelings about their jobs. This is evident in the positive attitudes workers display toward their tasks and work environment. Conversely, dissatisfied employees exhibit negative attitudes toward their jobs, varying in form from one individual to another (Wiliandari, 2019). Job satisfaction and performance have a very close relationship. Employees with high levels of job satisfaction typically exhibit better performance. Organizations with highly satisfied employees tend to be more productive and effective (Dalena et al., 2020). This concept is supported by studies conducted by Arda (2017), Pratama and Wardani (2017), Suardi (2019), Garaika (2020), and Yulianti et al. (2022), which concluded that job satisfaction contributes to improving employee performance.

Based on the research background, the inconsistent influence of transformational leadership and the work environment on employee performance (research gap) necessitates further testing. To address this empirical research gap, it is essential to examine the influence of transformational leadership and the work environment on employee performance with job satisfaction as a mediating variable within a single model. Investigating job satisfaction as a mediating variable represents the novelty of this study.

## II. METHODS

This study uses a quantitative approach with explanatory research as the research type. The pattern of influence tested is the effect of transformational leadership and the work environment on employee performance, with job satisfaction as the mediating variable, developed in one model. The population observed in this study consists of permanent employees of the Bank Indonesia Representative Office in Malang, totaling 59 employees. According to Sugiyono (2016), if the population size is small, below 100, the entire population is considered as the sample; this technique is called census sampling. Therefore, all 59 permanent employees are the subjects of this study. The operational definitions of the variables used in this research are presented in Table 1.

**Table 1. Operational Matrix of Research Variables**

No	Variable	Indicator
1.	Transformational Leadership	Inspirational
		Charisma
		Intellectual Stimulation
		Individualized Attention
2.	Work Environment	Workspace Layout

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		Facilities
		Air Circulation
3.	Job Satisfaction	The Job Itself
		Colleagues
		Promotion Opportunities
		Supervision
5.	Employee Performance	Quality of Work
		Quantity of Work
		Timeliness
		Work Effectiveness
		Independence

In this study, each response to the questionnaire questions is scored as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The data analysis used in this study is Structural Equation Modeling (SEM) with a variance-based or component-based approach using Partial Least Squares (PLS).

### III. RESULTS

#### A. Testing the Outer Model or Measurement Model

The testing of the outer model (measurement model) is an assessment of the reliability and validity of the research variables. There are three criteria for assessing the outer model, namely: convergent validity, discriminant validity, and composite reliability. Ghazali (2006) states that for the initial stages of measurement scale development, a loading value > 0.5 is considered sufficiently adequate. The results of the first stage of testing using Smart-PLS, which produces outer loadings, can be seen in Figure 1.

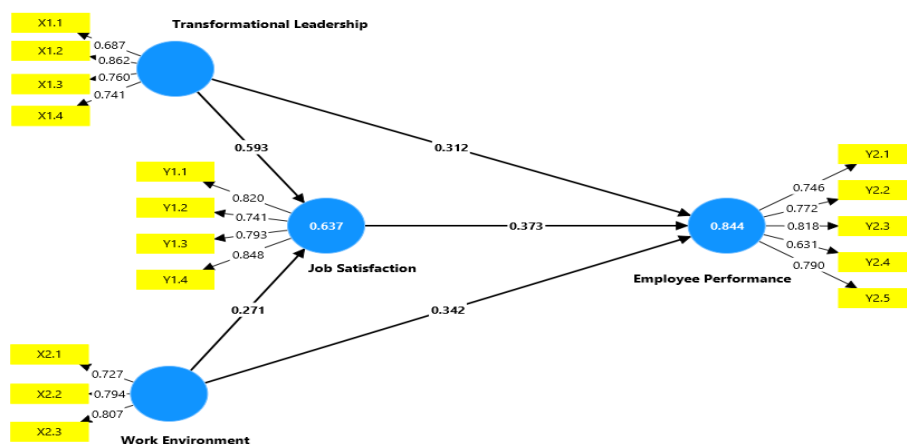


Figure 1. Outer Model Testing (Measurement Model)

#### B. Convergent Validity of Research Variables

The review of the research variables based on the factor loading values is presented in Table 2.

Table 2. Factor Loading of Research Variables

Variable dan Indikator	Factor Loading
Transformational Leadership	
Inspirational	0.687
Charisma	0.862
Intellectual Stimulation	0.760
Individualized Attention	0.741
Work Environment	
Workspace Layout	0.727
Facilities	0.794
Air Circulation	0.807
Job Satisfaction	

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The Job Itself	0.820
Colleagues	0.741
Promotion Opportunities	0.793
Supervision	0.848
Employee Performance	
Quality of Work	0.746
Quantity of Work	0.772
Timeliness	0.818
Work Effectiveness	0.631
Independence	0.790

Table 2 explains that the indicators forming the variables of transformational leadership, work environment, job satisfaction, and employee performance meet convergent validity because all these indicators have factor loading values above 0.50 ( $OL > 0.50$ ). The charisma indicator plays the most important role in reflecting transformational leadership, the air circulation indicator plays the most important role in reflecting the work environment, the supervision indicator plays the most important role in reflecting job satisfaction, and the timeliness indicator plays the most important role in reflecting employee performance.

**C. Discriminant Validity Testing**

Discriminant validity can be seen from the AVE (Average Variance Extracted) value, where an AVE value of  $\geq 0.5$  indicates good validity, while an AVE value of  $\leq 0.5$  is considered invalid. The AVE values (Average Variance Extracted) are presented as follows:

**Table 3. Average Variance Extracted Values**

Variable	Average Variance Extracted (AVE)
Transformational Leadership	0.585
Work Environment	0.604
Job Satisfaction	0.643
Employee Performance	0.569

Based on the results above, it can be seen that the AVE value for the transformational leadership variable is 0.585, the work environment variable is 0.604, the job satisfaction variable is 0.643, and the employee performance variable is 0.569. These results indicate that discriminant validity is met.

**D. Composite Reliability Testing**

Composite Reliability is used to test the reliability of the indicators for each variable. A variable is considered to meet composite reliability if it has a composite reliability value  $> 0.6$ . Below are the composite reliability values for each variable used in this study.

**Table 4. Composite Reliability Values**

Variable	Composite Reliability
Transformational Leadership	0.767
Work Environment	0.667
Job Satisfaction	0.830
Employee Performance	0.814

Based on the data presented in Table 4, it can be seen that the composite reliability values for all research variables are  $> 0.6$ . This result indicates that each variable has met composite reliability, and it can be concluded that all variables have a high level of reliability.

**E. Structural Model or Inner Model Testing**

The structural model or inner model is evaluated by looking at the  $R^2$  value of the latent variables using the Geisser Q-Square test, and then examining the magnitude of the structural path coefficients. The stability of the estimates for the structural path coefficients is evaluated using the t-statistic test obtained from the bootstrapping procedure. Inner model testing can be seen from the R-Square values in the equations between latent variables. The R-Square calculation results can be seen in Table 5.

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**Table 5. R-Square Test Results**

	<i>R-square</i>	<i>adjusted R-square</i>
Employee Performance	0.844	0.835
Job Satisfaction	0.637	0.624

Based on the table above, it can be seen that the adjusted R-square for model I in this study is 0.835, meaning that the ability of the transformational leadership, work environment, and job satisfaction variables to explain employee performance is 83.5%. Meanwhile, the adjusted R-square for model II in this study is 0.624, meaning that the ability of the transformational leadership and work environment variables to explain job satisfaction is 62.4%.

## F. Hypothesis Testing Results

In this study, there are seven hypotheses that will be tested. These hypotheses will be tested using the structural equation method with the Partial Least Square (PLS) approach by examining the significance of the path coefficients in the model. The detailed results of these tests can be seen in Table 6.

**Table 6. Research Hypothesis Testing**

Research Variable Paths	Path coefficients	T statistics	P values
Transformational Leadership -> Employee Performance	0.312	3.085	0.002
Work Environment -> Employee Performance	0.342	5.918	0.000
Transformational Leadership -> Job Satisfaction	0.593	6.236	0.000
Work Environment -> Job Satisfaction	0.271	2.641	0.008
Job Satisfaction -> Employee Performance	0.373	4.573	0.000

The influence of transformational leadership on employee performance resulted in a T-statistics value of 3.085 with a p-value of 0.002. The influence of the work environment on employee performance resulted in a T-statistics value of 5.918 with a p-value of 0.000. The influence of transformational leadership on job satisfaction resulted in a T-statistics value of 6.236 with a p-value of 0.000. The influence of the work environment on job satisfaction resulted in a T-statistics value of 2.641 with a p-value of 0.008. The influence of job satisfaction on employee performance resulted in a T-statistics value of 4.573 with a p-value of 0.000. Since the p-value is smaller than the significance level at  $\alpha = 5\%$ , the research hypotheses are accepted.

**Table 7. Hypothesis Test for Mediating Variables**

Research Variable Paths	Path coefficients	T statistics	P values
Transformational leadership -> Job satisfaction -> Employee performance	0.221	3.612	0.000
Work environment -> Job satisfaction -> Employee performance	0.101	2.320	0.020

The analysis results of the influence of transformational leadership on employee performance through job satisfaction show a T statistics value of 3.612 with a p-value of 0.000. The influence of the work environment on employee performance through job satisfaction shows a T statistics value of 2.320 with a p-value of 0.020. Since the p-value is smaller than the significance level at  $\alpha = 5\%$ , the hypothesis stating that transformational leadership and work environment significantly influence employee performance through job satisfaction is accepted.

## IV. DISCUSSION

### A. Transformational Leadership Influences Employee Performance

Based on the analysis results, it has been proven that transformational leadership has a significant influence on employee performance. Transformational leadership refers to a leadership style that not only focuses on achieving short-term goals but also inspires and motivates employees to reach their full potential, shift their mindset, and improve overall performance. The findings indicate that employees at the Representative Office of Bank Indonesia in Malang will exhibit improved performance if their leaders are able to effectively implement transformational leadership. Effective transformational leadership is characterized by the leader's charisma, which sets an example of professional behavior in the workplace, as well as clear and easily understandable communication skills. This fosters increased employee performance, reflected in timely task completion within the given deadlines and the ability to prioritize tasks effectively.

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## **B. Work Environment Influences Employee Performance**

The work environment plays a crucial role in influencing employee performance, as it encompasses various physical, psychological, and social factors in the workplace. A conducive work environment can enhance employee comfort, motivation, and productivity, while a poor environment can reduce morale and performance. The analysis results demonstrate that the work environment affects employee performance. Employees at the Bank Indonesia Representative Office in Malang exhibit strong performance through timely completion of tasks within the given deadlines and effective prioritization of work. This is supported by a comfortable work environment, such as good air circulation in the workplace, which not only increases comfort but also promotes employee health. This concept aligns with Nurjaya's (2021) argument that the work environment plays a vital role in shaping employee performance. The work environment directly impacts employees in completing their tasks, ultimately contributing positively to overall organizational performance. A work environment can be considered good if employees can perform their duties efficiently while feeling comfortable, safe, and healthy.

## **C. Transformational Leadership Influences Job Satisfaction**

The analysis results show that transformational leadership impacts the job satisfaction of employees at the Bank Indonesia Representative Office in Malang. These findings indicate that leaders who practice transformational leadership—characterized by charisma, exemplary professional behavior, and clear, comprehensible communication—can enhance employee job satisfaction. This job satisfaction is reflected in the supervision provided by leaders, which helps correct mistakes without excessive oversight, thereby allowing employees freedom in completing their tasks. This concept supports the opinion of Pareke and Suryana (2014), who stated that leaders who exhibit transformational leadership behaviors tend to foster higher levels of job satisfaction among employees. This is because one aspect of job satisfaction, supervision, is effectively provided by leaders through individual attention and inspirational motivation, encouraging employees to perform their tasks well. Bushra et al. (2011) also argued that employees working under transformational leaders experience higher levels of satisfaction.

## **D. Work Environment Influences Job Satisfaction**

The analysis results show that the work environment impacts the job satisfaction of employees at the Bank Indonesia Representative Office in Malang. These findings indicate that employee job satisfaction is influenced by supervision conducted by leaders. Effective supervision, characterized by assistance in correcting mistakes without being excessive, while still granting employees the freedom to complete their tasks, significantly contributes to job satisfaction. Additionally, support from a comfortable work environment, such as proper air circulation and arrangements that promote health, also enhances the job satisfaction of employees at the Bank Indonesia Representative Office in Malang. This concept aligns with the opinion of Aoliso and Lao (2018), who stated that good working conditions significantly impact improving employee job satisfaction, as a good work environment plays an essential role in reducing fatigue and alleviating or at least minimizing boredom. Conversely, a poor work environment can lead to a decline in work performance, as employees may feel disturbed in their tasks.

## **E. Job Satisfaction Influences Employee Performance**

The results of the analysis prove that job satisfaction has an impact on employee performance. These findings indicate that employees of the Bank Indonesia Representative Office in Malang achieve job satisfaction through effective supervision by their leaders. Supervision that helps correct mistakes without being excessive and allows employees the freedom to complete their tasks contributes to performance improvement. This performance is reflected in the timely completion of tasks according to the given deadlines, as well as the employees' ability to effectively prioritize their work. This concept aligns with Wiliandari's (2019) perspective that job satisfaction reflects workers' feelings toward their jobs. It is evident in positive attitudes toward the tasks and work environment. Conversely, dissatisfied employees exhibit negative attitudes toward their jobs, manifested differently among individuals. Dalena et al. (2020) argue that job satisfaction and performance have a very close relationship. High levels of job satisfaction among employees usually enhance their performance. Organizations with employees who experience high job satisfaction tend to be more productive and effective.

## **F. Transformational Leadership Affects Employee Performance Through Job Satisfaction**

Based on the analysis results, it is proven that transformational leadership impacts employee performance through job satisfaction at the Representative Office of Bank Indonesia in Malang. These findings show that leaders who apply transformational leadership, characterized by charisma that sets an example of professional behavior in the workplace, as well as clear and easily understood communication skills, can enhance employee job satisfaction. This job satisfaction is evident from the effective supervision carried out by leaders, which involves helping correct mistakes without excessive monitoring, thereby granting employees the freedom to complete their tasks independently. When employee job satisfaction is fulfilled, it positively impacts their performance. This improved performance is reflected in timely task completion within the given deadlines and the ability to prioritize tasks efficiently and effectively.

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## G. The Work Environment Influences Employee Performance through Job Satisfaction

Based on the analysis, it is proven that the work environment affects employee performance through job satisfaction at the Representative Office of Bank Indonesia in Malang. The results indicate that the supervision conducted by the leadership positively impacts employee job satisfaction. This occurs because the supervision helps employees correct mistakes without being overly controlling, thus allowing them the freedom to complete their tasks independently. Additionally, a comfortable work environment, such as proper air circulation and arrangements that support health, contributes to employee job satisfaction. A healthy and comfortable work environment makes employees emotionally more receptive to supervision from their leaders. This condition positively impacts employee performance, reflected in their ability to complete tasks on time according to deadlines. Employees can also effectively prioritize their work, enabling them to finish tasks efficiently and punctually.

## V. CONCLUSIONS

Transformational leadership and the work environment have a significant influence on job satisfaction and employee performance at the Representative Office of Bank Indonesia in Malang. Job satisfaction has a significant effect on employee performance at the Representative Office of Bank Indonesia in Malang. Transformational leadership and the work environment significantly impact employee performance through job satisfaction at the Representative Office of Bank Indonesia in Malang. Based on the research findings and conclusions presented, several recommendations can be made as follows: For the leadership of the Representative Office of Bank Indonesia in Malang, it is necessary to foster transformational leadership with intellectual stimulation by supporting employees in pursuing competency development and providing opportunities for them to explore new ideas in their work. The Representative Office of Bank Indonesia in Malang should pay attention to work facilities to ensure they can enhance work productivity and help complete tasks more efficiently. Leaders need to motivate employees to achieve job satisfaction and autonomy in their work. For future research on the same topic, it is recommended to examine variables not included in this study, such as organizational commitment and organizational citizenship behavior, to produce a more comprehensive analysis.

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