

EXAMINING THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE: EVIDENCE FROM A PUBLIC LAW ENFORCEMENT INSTITUTION IN INDONESIA

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Abstract

Employee performance has become a strategic concern in public organizations as governments pursue bureaucratic reform to improve accountability, service quality, and organizational effectiveness. Although transformational leadership and work environment are widely recognized as key determinants of employee performance, empirical evidence from law enforcement and public prosecution institutions remains scarce, particularly in emerging economies. This study investigates the influence of transformational leadership and work environment on employee performance within Indonesia's public prosecution service, using the West Java Provincial Prosecutor's Office as the research setting. A quantitative cross-sectional design was employed by surveying 200 employees selected through proportionate stratified random sampling from a population of 400 employees. Data were analyzed using multiple linear regression with IBM SPSS 27. The findings reveal that both transformational leadership and work environment significantly enhance employee performance. Transformational leadership exerts the strongest influence ($\beta = 0.471$, $p < 0.001$), followed by work environment ($\beta = 0.362$, $p < 0.001$). Together, these variables explain 45.8% of the variance in employee performance ($R^2 = 0.458$), indicating that leadership behaviors and supportive workplace conditions constitute important organizational resources for improving employee outcomes. The study extends the transformational leadership literature by providing empirical evidence from an underexplored public-sector context and demonstrates the complementary role of workplace conditions in enhancing employee performance. These findings offer practical insights for public managers seeking to strengthen organizational effectiveness through leadership development and improvements in the work environment, thereby supporting the implementation of bureaucratic reform.

Keywords: *Transformational Leadership, Work Environment, Employee Performance, Public Sector, Bureaucratic Reform, Indonesia.*

A. INTRODUCTION

Employee performance has become a strategic priority for public organizations as governments face increasing demands for high-quality public services, transparency, accountability, and institutional integrity. Rapid digital transformation, rising public expectations, and organizational complexity require public institutions to strengthen organizational effectiveness through competent human resources and

adaptive management practices. Consequently, improving employee performance has become a central objective of public sector reforms worldwide. Unlike private organizations that primarily pursue financial outcomes, public institutions must simultaneously ensure legal compliance, public accountability, service quality, and organizational legitimacy. These challenges are particularly pronounced in law enforcement agencies, where employees are expected to uphold professional, ethical, and service-oriented standards while adhering to strict regulations. Accordingly, organizational success increasingly depends on managerial practices that motivate employees to perform beyond minimum administrative requirements.

Among these practices, transformational leadership has been widely recognized as a key determinant of employee performance. By articulating a shared vision, providing intellectual stimulation, and offering individualized support, transformational leaders foster stronger organizational commitment, innovation, and performance. However, leadership alone is insufficient to sustain high performance without a supportive work environment. The work environment is another critical organizational resource influencing employee attitudes and performance. Beyond physical facilities, it encompasses psychological safety, interpersonal relationships, organizational support, communication quality, and collaborative culture, all of which contribute to higher motivation, job satisfaction, organizational commitment, and productivity. However, despite extensive research on transformational leadership, work environment, and employee performance, empirical evidence remains limited within highly bureaucratic law enforcement organizations, particularly in developing countries. Most previous studies have focused on educational, healthcare, private, or local government settings, limiting the generalizability of their findings to prosecution institutions characterized by hierarchical authority, strict legal procedures, and high public accountability. In response to these challenges, Indonesia has implemented comprehensive bureaucratic reforms emphasizing merit-based human resource management, competency development, organizational integrity, and performance-based governance to strengthen employee performance across public institutions.

The Indonesian Prosecution Service represents one of the country's most important public law enforcement institutions responsible for criminal prosecution and other judicial functions. Besides enforcing criminal law, prosecution institutions are expected to continuously improve organizational professionalism, integrity, accountability, and public service quality. To support these objectives, the Indonesian Prosecution Service has introduced several organizational transformation programs focusing on employee competency development, ethical behaviour, institutional modernization, and organizational performance improvement through the implementation of the Trapsila Adhyaksa BerAKHLAK core values and performance management systems. The West Java Provincial Prosecutor's Office constitutes one of the largest provincial prosecution institutions in Indonesia. Similar to other public organizations, employee performance is systematically evaluated through a formal performance management system established under the Attorney General's performance management guidelines. Institutional performance records indicate that although overall employee performance remains favourable, subtle changes have emerged during recent years.

Table 1. Employee Performance Ratings at the West Java Provincial Prosecutor's Office (2022–2025)

Performance Rating	2022	2023	2024	2025
Excellent	84%	87%	86%	84%
Good	16%	13%	14%	16%
Needs Improvement	0%	0%	0%	0%
Poor	0%	0%	0%	0%
Very Poor	0%	0%	0%	0%

Source: Human Resource Division, West Java Provincial Prosecutor's Office (2025)

Although no employees were classified as poor performers, Table 1 indicates a slight decline in the proportion of employees achieving the highest performance rating after 2023, accompanied by a corresponding increase in the "Good" category. Although modest, this trend suggests emerging challenges in sustaining excellent employee performance. For public law enforcement organizations operating under high public expectations, even minor declines in performance excellence may affect overall institutional effectiveness. These performance trends become more meaningful when viewed alongside Indonesia's Bureaucratic Reform Assessment framework, which evaluates organizational maturity and continuous improvement across government institutions.

Table 2. Bureaucratic Reform Achievement of the West Java Provincial Prosecutor's Office

Year	Evaluation Score	Assessment Level	Achievement
2023	85.20	Regional Assessment Team	WBK achieved, WBBM not yet achieved
2024	87.92	Regional Assessment Team	WBK achieved, WBBM not yet achieved
2025	90.82	Regional Assessment Team	WBK achieved, WBBM not yet achieved

Source: Planning Division, West Java Provincial Prosecutor's Office (2025)

Table 2 indicates a continuous improvement in organizational evaluation scores, increasing from 85.20 in 2023 to 90.82 in 2025. However, the institution has not yet achieved the highest bureaucratic reform status (Wilayah Birokrasi Bersih dan Melayani [WBBM]), suggesting that administrative improvements alone are insufficient to enhance organizational performance. A preliminary survey identified managerial issues, including limited leadership openness, weak communication of organizational vision, inadequate career development support, and workplace concerns related to interpersonal relationships, workload, and resource utilization. These findings highlight the importance of examining employee performance from behavioural and organizational perspectives.

Although transformational leadership and work environment have been widely studied, evidence from public prosecution institutions remains limited. Few studies have simultaneously examined these variables within highly bureaucratic law enforcement organizations undergoing public sector reform, particularly in developing countries. Therefore, this study investigates the effects of transformational leadership and work environment on employee performance at the West Java

Provincial Prosecutor's Office, contributing to the organizational behaviour and public human resource management literature while providing practical implications for improving leadership and employee performance in the public sector.

To complement the organizational performance indicators presented in Tables 1 and 2, a preliminary survey was conducted to assess employees' perceptions of transformational leadership, work environment, and employee performance at the West Java Provincial Prosecutor's Office. Using a five-point Likert scale, the survey involved 30 employees for the leadership and work environment assessment and 35 employees for the employee performance assessment. The findings provide empirical evidence of organizational issues that underpin the present study.

Table 3. Summary of Preliminary Survey Findings

Variable	Key Issue	Main Findings
Transformational Leadership	Leadership openness	50% of respondents disagreed that supervisors were open to criticism and suggestions.
	Vision communication	40% disagreed that organizational vision and work targets were communicated clearly.
	Career development	40% perceived insufficient individual support for career development.
Work Environment	Workplace cleanliness	37% disagreed that workplace cleanliness met their expectations, while 33% provided neutral responses.
	Relationships with colleagues	43% gave neutral responses, indicating that harmonious workplace relationships had not been fully established.
	Relationship with supervisors	33% expressed disagreement regarding openness and mutual respect in supervisor-employee relationships.
	Psychological work climate	33% disagreed that the working environment was sufficiently safe and comfortable.
Employee Performance	Workload achievement	26% disagreed that they consistently achieved assigned workload targets, while 37% remained neutral.
	Resource utilization	20% disagreed that working time and organizational resources were utilized effectively and efficiently.

Source: Preliminary Survey Conducted by the Authors (2026)

The preliminary findings indicate that several organizational aspects require managerial improvement. Employees reported concerns regarding leaders' openness to feedback, communication of organizational vision, and career development support, suggesting that transformational leadership practices have not been implemented consistently. Likewise, the work environment requires improvement, particularly in workplace cleanliness, interpersonal relationships, and psychological comfort. These findings are consistent with the institution's inability to achieve the Wilayah Birokrasi Bersih dan Melayani (WBBM) status despite continuous progress in bureaucratic reform.

Regarding employee performance, respondents generally perceived work quality positively; however, challenges remained in achieving workload targets and utilizing organizational resources efficiently. This suggests that, while overall performance is satisfactory, opportunities for improving productivity and operational effectiveness remain. Overall, the organizational performance indicators and preliminary survey reveal a consistent pattern. The decline in employees receiving the highest performance rating, together with the absence of WBBM status, coincides with employees' perceptions of inconsistent transformational leadership, an insufficient work environment, and suboptimal performance. These findings suggest that employee performance is influenced not only by administrative reforms but also by leadership and workplace conditions, providing a strong empirical rationale for examining the effects of transformational leadership and work environment on employee performance in Indonesia's public sector.

B. LITERATURE REVIEW

1. Transformational Leadership

Transformational leadership remains one of the most influential leadership approaches in organizational behaviour because of its ability to inspire employees to exceed formal job expectations while promoting organizational change and innovation (Burns, 1978; Bass, 1985; Bass & Riggio, 2006). Rather than relying primarily on transactional exchanges, transformational leaders motivate employees through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, enabling employees to internalize organizational goals and voluntarily contribute beyond contractual obligations. Recent organizational behaviour research increasingly conceptualizes transformational leadership as a strategic organizational capability rather than merely a leadership style. Transformational leaders cultivate trust, psychological empowerment, organizational commitment, and innovative work behaviour, which ultimately enhance individual and organizational performance (Wang et al., 2011; Hoch et al., 2018; Bao et al., 2025).

Meta-analytic evidence involving 151 effect sizes and 718,601 public-sector employees further confirms that transformational leadership has significant positive effects on employee motivation, attitudes, innovation, and organizational performance across diverse public organizations while emphasizing that institutional context influences leadership effectiveness (Bao et al., 2025), within public organizations, transformational leadership has become increasingly important as governments pursue administrative modernization, digital transformation, and citizen-centred public services. Public managers are expected not only to ensure

compliance with regulations but also to motivate employees, strengthen collaboration, and encourage innovation under increasingly complex governance environments (Van Wart, 2013; Wright et al., 2017; Bao et al., 2025). However, despite substantial empirical evidence from education, healthcare, manufacturing, and local government organizations, considerably less attention has been devoted to prosecution institutions characterized by hierarchical authority, legal accountability, and procedural rigidity, suggesting an important gap in the public administration literature.

2. Work Environment

The work environment is increasingly recognized as a multidimensional organizational resource encompassing both physical and psychosocial conditions that influence employee attitudes and performance. Beyond workplace facilities and occupational safety, contemporary human resource management literature highlights the importance of organizational support, communication quality, interpersonal relationships, collaborative culture, and psychological safety in shaping employee behaviour (Bakker & Demerouti, 2017; Parker, Morgeson, & Johns, 2017). Drawing upon the Job Demands–Resources (JD–R) theory, the work environment functions as a critical organizational resource that enhances motivation while reducing occupational stress and work exhaustion. Supportive workplace conditions facilitate organizational commitment, work engagement, knowledge sharing, and job satisfaction, whereas poor working environments diminish employee engagement and productivity (Bakker & Demerouti, 2017; Schaufeli, 2017). Recent evidence further indicates that psychosocial workplace characteristics often exert stronger effects on employee performance than physical workplace conditions, particularly within public organizations operating under high bureaucratic complexity.

Although numerous studies have reported positive relationships between work environment and employee performance, empirical evidence remains fragmented within public law enforcement organizations. Most previous studies have focused on private companies, hospitals, educational institutions, and local governments, limiting the applicability of existing findings to prosecution institutions operating under strict legal procedures and intensive public accountability.

3. Employee Performance

Employee performance refers to the extent to which employees successfully accomplish organizational responsibilities in accordance with established performance standards and organizational objectives (Campbell & Wiernik, 2015). Within public organizations, employee performance extends beyond task accomplishment to include accountability, responsiveness, ethical conduct, service quality, and compliance with institutional regulations.

Contemporary organizational behaviour literature increasingly views employee performance as the outcome of interactions between leadership, organizational resources, and employee psychological states rather than solely individual competencies (Aguinis, 2019). Effective leadership enhances motivation and organizational commitment, whereas supportive work environments foster work

engagement, collaboration, and discretionary effort, ultimately leading to superior organizational performance (Bakker & Demerouti, 2017; Bao et al., 2025).

Within the Indonesian public sector, employee performance has become a central indicator of bureaucratic reform, emphasizing merit-based human resource management, accountability, and public service excellence. Consequently, identifying organizational factors capable of improving employee performance remains an important theoretical and practical issue, particularly within public institutions responsible for law enforcement and governance.

Despite growing scholarly attention to transformational leadership and work environment, three important research gaps remain. First, empirical evidence has largely originated from private organizations, educational institutions, healthcare organizations, and local governments, whereas prosecution institutions remain substantially underrepresented. Second, previous studies generally investigate transformational leadership and work environment independently, providing limited understanding of their complementary influence on employee performance. Third, relatively little evidence is available from emerging economies undergoing comprehensive bureaucratic reforms, particularly within public law enforcement institutions characterized by formal authority, procedural accountability, and hierarchical governance (Bao et al., 2025).

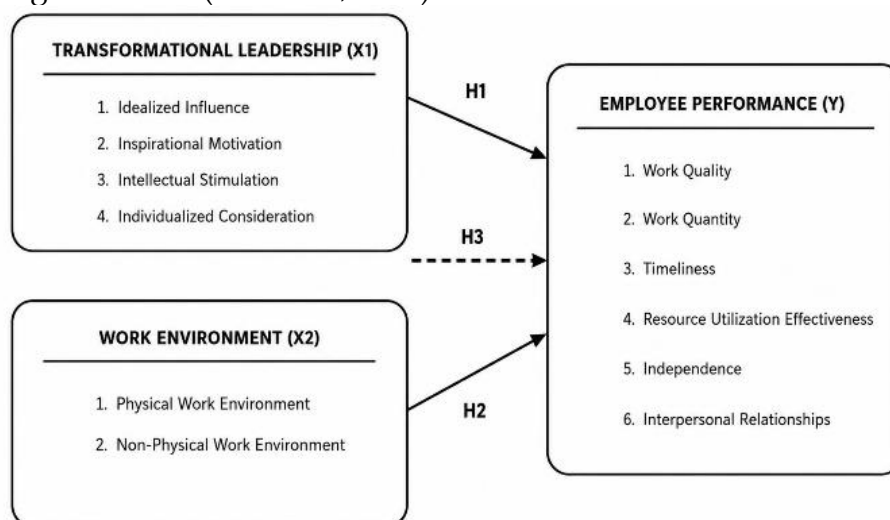


Figure 1. Research Framework

Based on the literature, transformational leadership enhances employee motivation, commitment, and performance by inspiring employees and fostering organizational support (Bass, 1985; Bass & Riggio, 2006). Accordingly:

H₁: Transformational leadership has a positive and significant effect on employee performance.

A supportive work environment, encompassing both physical and psychosocial aspects, improves employees' productivity and effectiveness by creating favorable working conditions (Bakker & Demerouti, 2017). Therefore:

H₂: Work environment has a positive and significant effect on employee performance.

Since employee performance is influenced by both leadership and workplace conditions, their combined effect is expected to produce better performance outcomes. Therefore:

H₃: Transformational leadership and work environment simultaneously have a positive and significant effect on employee performance.

C. METHOD

This study employed a quantitative research design using a cross-sectional survey to examine the effects of transformational leadership and work environment on employee performance at the West Java Provincial Prosecutor's Office, Indonesia. A quantitative approach was considered appropriate because the study aimed to empirically test the proposed hypotheses and quantify the relationships among the research variables through statistical analysis. The study population comprised 400 employees, including prosecutors and administrative personnel distributed across nine organizational divisions. Using the Slovin formula with a 5% margin of error, a minimum sample size of 200 respondents was determined. To ensure proportional representation of each organizational division, respondents were selected using proportionate stratified random sampling. Primary data were collected through a structured self-administered questionnaire, while secondary data were obtained from institutional documents, employee performance reports, bureaucratic reform reports, and relevant academic literature.

The questionnaire employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Transformational leadership was measured using sixteen items adapted from Bass and Riggio (2006), representing four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Work environment was measured using twelve items adapted from Sedarmayanti (2017), covering both physical and non-physical workplace conditions. Employee performance was measured using twelve items adapted from Bernardin and Russell (1993), representing six dimensions: work quality, work quantity, timeliness, resource utilization effectiveness, independence, and interpersonal relationships. Prior to the main survey, a preliminary survey was conducted to refine the questionnaire and ensure that the measurement items adequately reflected the organizational context of the West Java Provincial Prosecutor's Office.

The collected data were analyzed using IBM SPSS Statistics version 27. Descriptive statistics were first employed to summarize respondents' characteristics and describe the distribution of each research variable. Instrument quality was subsequently assessed through Pearson's product-moment validity test and Cronbach's alpha reliability analysis to ensure that all measurement items satisfied acceptable validity and internal consistency requirements. Before testing the hypotheses, classical assumption tests, including normality, multicollinearity, and heteroscedasticity, were performed to verify that the regression model met the required statistical assumptions. Multiple linear regression analysis was then applied to examine the individual and simultaneous effects of transformational leadership and work environment on employee performance. The proposed hypotheses were evaluated using t-tests for partial effects and an F-test for the simultaneous effect, with statistical significance determined at the 5% level.

D. RESULT AND DISCUSSION

A total of 200 valid questionnaires were included in the final analysis. The demographic profile of the respondents is presented in Table 1. The gender distribution was relatively balanced, consisting of 102 male employees (51.0%) and 98 female employees (49.0%). Most respondents were over 40 years old (62.5%), indicating that the majority possessed substantial professional experience. Similarly, employees with more than 20 years of service represented the largest group (40.5%), followed by those with 16–20 years of service (26.0%). These characteristics suggest that respondents had sufficient organizational experience to provide reliable assessments of leadership practices, work environment, and employee performance.

Table 1. Respondent Characteristics (N = 200)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	102	51.0
	Female	98	49.0
Age	25–30 years	17	8.5
	31–35 years	31	15.5
	36–40 years	27	13.5
	41–45 years	46	23.0
	46–50 years	31	15.5
	51–55 years	25	12.5
	>55 years	23	11.5
Length of Service	5–10 years	47	23.5
	11–15 years	20	10.0
	16–20 years	52	26.0
	>20 years	81	40.5

Source: Authors' Survey (2026)

Before testing the proposed hypotheses, the measurement instrument was evaluated for validity and reliability. Item validity was assessed using Pearson's product-moment correlation, while internal consistency was examined using Cronbach's alpha. All questionnaire items demonstrated item-total correlation coefficients exceeding the recommended threshold of 0.30, indicating satisfactory convergent validity. Furthermore, Cronbach's alpha coefficients ranged from 0.748 to 0.847, exceeding the recommended minimum value of 0.70, thereby confirming satisfactory internal consistency across all constructs. Overall, these findings indicate that the research instrument was appropriate for subsequent statistical analyses.

Table 2. Reliability and Validity Assessment

Construct	Items	Item Validity	Cronbach's Alpha	Interpretation
Transformational Leadership	16	All items > 0.30	0.787	Reliable
Work Environment	12	All items > 0.30	0.748	Reliable
Employee Performance	12	All items > 0.30	0.847	Reliable

Source: SPSS Output

Table 3 presents the descriptive statistics of the study variables. Overall, respondents perceived transformational leadership, work environment, and employee performance positively, as reflected by mean scores above **3.40**, indicating a high level of agreement.

Transformational leadership obtained an overall mean score of 3.62, suggesting that employees generally perceived leadership practices positively within the West Java Provincial Prosecutor's Office. Among its four dimensions, Idealized Influence recorded the highest mean (3.83), indicating that leaders were viewed as consistent, trustworthy, and capable of earning employees' respect. Inspirational Motivation also received a favorable evaluation (3.64), reflecting employees' perceptions that leaders communicated organizational goals clearly and motivated employees toward shared objectives. Meanwhile, Intellectual Stimulation (3.52) and Individualized Consideration (3.50) received comparatively lower scores, suggesting that leaders could further strengthen employees' involvement in decision-making, openness to feedback, and individualized career development.

Table 3. Descriptive Statistics of Transformational Leadership

Dimension	Mean	Category
Idealized Influence	3.83	High
Inspirational Motivation	3.64	High
Intellectual Stimulation	3.52	High
Individualized Consideration	3.50	High
Overall Construct	3.62	High

Source: Authors' Calculation

At the indicator level, employees assigned the highest ratings to leaders' ability to earn employees' respect and admiration ($M = 3.92$) and maintain consistency in organizational principles ($M = 3.90$). In contrast, the lowest ratings were observed for leaders' willingness to accept differing opinions ($M = 3.30$) and individualized treatment of employees ($M = 3.38$). These findings imply that although transformational leadership is generally well implemented, greater attention should be devoted to fostering open communication, encouraging employee participation, and providing individualized support.

The descriptive results for the work environment similarly indicate positive employee perceptions regarding both physical and psychosocial workplace conditions. Overall, respondents considered the working environment supportive of their daily responsibilities, although several indicators related to interpersonal relationships and workplace comfort received comparatively lower evaluations, suggesting opportunities for organizational improvement.

Table 4. Summary of Descriptive Statistics

Variable	Dimension	Mean	Category
Transformational Leadership	Idealized Influence	3.83	High
	Inspirational Motivation	3.64	High
	Intellectual Stimulation	3.52	High
	Individualized Consideration	3.50	High
	Overall Mean	3.62	High
Work Environment	Physical Work Environment	XX	High

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Employee Performance	Non-Physical Work Environment	XX	High
	Overall Mean	XX	High
	Work Quality	XX	High
	Work Quantity	XX	High
	Timeliness	XX	High
	Resource Utilization Effectiveness	XX	High
	Independence	XX	High
	Interpersonal Relationships	XX	High
	Overall Mean	XX	High

Source: Authors' Calculation

Table 3 summarizes respondents' perceptions of the study variables. Overall, transformational leadership received a mean score of 3.62, indicating a high level of implementation within the West Java Provincial Prosecutor's Office. Among its dimensions, Idealized Influence recorded the highest mean (3.83), suggesting that employees perceived their leaders as trustworthy and consistent. In contrast, Individualized Consideration obtained the lowest mean (3.50), indicating that greater attention could be devoted to individualized coaching and career development. The work environment and employee performance were likewise evaluated positively, with all dimensions falling within the high category. Nevertheless, comparatively lower scores on several dimensions suggest opportunities to strengthen workplace support, interpersonal relationships, and operational effectiveness. Overall, the descriptive findings indicate that employees generally perceived leadership practices, workplace conditions, and performance levels positively, providing preliminary evidence for the subsequent regression analysis.

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.449	.261		1.719	.087
	X1	.515	.060	.471	8.553	.000
	X2	.401	.061	.362	6.575	.000

a. Dependent Variable: Y

Figure 2. Regression Analysis Result

Source: IBM SPSS Statistic

The regression analysis indicates that transformational leadership has a positive and statistically significant effect on employee performance ($\beta = 0.471$, $t = 8.553$, $p < 0.001$). This finding supports H1, suggesting that improvements in transformational leadership practices are associated with higher employee performance. Among the two independent variables, transformational leadership exhibits the strongest standardized regression coefficient, indicating that it is the most influential predictor of employee performance. Similarly, the work environment also demonstrates a positive and significant effect on employee performance ($\beta = 0.362$, $t = 6.575$, $p < 0.001$), supporting H2. This result implies that a more supportive physical and psychosocial work environment contributes to higher levels of employee performance. Although its effect is smaller than that of transformational leadership, the work environment remains an important determinant of employee performance.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677 ^a	.458	.453	.33724

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y

Figure 2. Coefficient Correlation

Source: IBM SPSS Statistic

The regression model produced a correlation coefficient ($R = 0.677$), indicating a strong positive relationship between the independent variables and employee performance. Furthermore, the coefficient of determination ($R^2 = 0.458$) shows that 45.8% of the variation in employee performance can be explained jointly by transformational leadership and work environment. After adjusting for the number of predictors, the explanatory power remains relatively stable (Adjusted $R^2 = 0.453$). This finding indicates that the proposed model has moderate explanatory capability, while the remaining 54.2% of the variation in employee performance is attributable to other factors not included in the present study.

Correlations

		Y	X2
Y	Pearson Correlation	1	.507**
	Sig. (2-tailed)		.000
	N	200	200
X2	Pearson Correlation	.507**	1
	Sig. (2-tailed)	.000	
	N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 3. Coefficient Correlation

Source: IBM SPSS Statistic

The correlation analysis indicates that the work environment has a moderate positive relationship with employee performance ($r = 0.507$), suggesting that improvements in workplace conditions are associated with higher employee performance. Furthermore, the regression analysis reveals that the work environment exerts a positive and statistically significant effect on employee performance ($\beta = 0.362$, $B = 0.401$, $t = 6.575$, $p < 0.001$). These findings support Hypothesis 2 (H2), indicating that employees working in a supportive physical and psychosocial environment tend to demonstrate higher levels of performance. The positive regression coefficient further suggests that improvements in workplace conditions are associated with corresponding increases in employee performance. Although its standardized effect is smaller than that of transformational leadership, the work environment remains a significant predictor of employee performance in the West Java Provincial Prosecutor's Office.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677 ^a	.458	.453	.33724

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y

Figure 4. Simultaneous Coefficient Correlation

Source: IBM SPSS Statistic

The coefficient of determination ($R^2 = 0.458$) indicates that transformational leadership and work environment jointly explain 45.8% of the variance in employee performance. This finding suggests that the proposed model possesses moderate explanatory power, highlighting the important role of leadership practices and workplace conditions in shaping employee performance within the West Java Provincial Prosecutor's Office. However, the remaining 54.2% of the variance is explained by other factors not included in the present study, such as job satisfaction, work motivation, organizational commitment, employee engagement, organizational culture, compensation, and individual characteristics. Consequently, future studies are encouraged to incorporate these variables to develop a more comprehensive understanding of the determinants of employee performance.

E. CONCLUSION

This study investigated the effects of transformational leadership and work environment on employee performance at the West Java Provincial Prosecutor's Office. The findings demonstrate that transformational leadership has a positive and significant effect on employee performance. Employees who perceive their leaders as capable of inspiring, motivating, and supporting their professional development tend to exhibit higher levels of performance. Among the two independent variables, transformational leadership emerged as the strongest predictor of employee performance, highlighting the critical role of leadership in enhancing organizational effectiveness within public sector institutions.

The results further indicate that the work environment also exerts a positive and significant influence on employee performance. A supportive physical and psychosocial work environment contributes to employees' ability to perform their duties effectively by fostering collaboration, communication, and workplace comfort. These findings emphasize that creating a conducive work environment is an important managerial strategy for improving employee performance.

Finally, the study confirms that transformational leadership and work environment jointly have a significant effect on employee performance. The proposed regression model explains 45.8% of the variance in employee performance, indicating that these two organizational factors represent important determinants of employee performance in the West Java Provincial Prosecutor's Office. Nevertheless, 54.2% of the variation remains unexplained, suggesting that other organizational and individual factors, such as organizational commitment, job satisfaction, employee engagement, organizational culture, and public service motivation, may also contribute to employee performance. Future research is therefore encouraged to

incorporate these additional variables and examine broader public sector contexts to provide a more comprehensive understanding of employee performance.

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