
The Effect Of Transformational Leadership and Physical Work Environment On Performance PNP Employee

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Abstract : *This research was conducted to determine the effect of transformational leadership and the physical work environment on the performance of PNP employees with motivation as an intervening variable in land offices throughout West Priangan (Cianjur Regency, Sukabumi Regency and Sukabumi City). It is hoped that this research can provide input for institutions in improving the quality and quantity of Transformational Leadership, Physical Work Environment and Motivation, in order to improve employee performance. In this research, sampling was used using Simple Random Sampling by distributing questionnaires to 113 ASN employees at the West Priangan Land Office in 2024. Data from the questionnaire were analyzed using SPSS Version 27 and Lisrel 8.80 software. The results of this research state that Transformational Leadership influences Employee Performance, the Physical Work Environment influences Employee Performance, Motivation influences Employee Performance, Motivation is able to mediate the influence of Transformational Leadership on Employee Performance, as well as the Physical Work Environment, Motivation can still mediate its influence on Employee Performance.*

Keywords: *Transformational Leadership, Physical Work Environment, Work Motivation, Employee Performance*

1. INTRODUCTION

Managing Human Resources (HR) in an agency is important. Where HR is very much needed in an agency for its progress. Human resources in an agency are an important determinant of the effectiveness of running activities within an agency. The success and performance of a person in a field of work is largely determined by their level of competence, professionalism, and commitment to the field of work they are engaged in.

An agency must be able to improve the quality of its existing human resources. The quality of human resources is largely determined by the extent to which the system in the agency or company can support and satisfy the desires of both the employees and the agency or company. Therefore, agencies and companies are required to have a performance that supports each other to achieve agency and personal goals.

A civil Servant (ASN) is the main element of human resources in the state apparatus that plays an important role in determining the success of governance and development. Non-Civil Servant Government Employees (PPNP) are the spearheads in assisting and lightening the work of ASN to provide services and implementation in government agency services. Therefore, it is undeniable that human factors are the main capital that the government needs to consider. This is very important because, in any case, the success of an agency in achieving its goals is determined by the quality and ability of human resources, which are a very important aspect for the survival and development of the agency. Quality human

resources are those with good knowledge, abilities, skills, and attitudes in working. Employees are expected to always hone their knowledge, skills, and abilities to be better in accordance with the demands of the times, and can improve employee performance in the agency.

The factors used to improve employee performance include individual capabilities (knowledge, skills, and abilities), effort devoted, and institutional support. Employee performance is the result of a person's work in carrying out their duties in accordance with the standards and criteria set for the job, with reference to the level of success in carrying out their duties and being able to achieve the goals set by an agency.

Good employee performance directly affects the performance of the institution, and improving employee performance is certainly a job that requires a lot of time. In addition to increasing supervision and coaching, an assessment is carried out on the level of success of the performance carried out by its employees through the role of a reliable leader in leading the agency.

Employee Performance is the result of employee work in a certain period compared to a target, standard, goal, or criterion that has been determined and agreed upon. The decline in the performance of a service agency can be identified from the decline in the level of achievement of the set targets, public satisfaction in the service, and the amount of public trust.

Government agencies are currently required to achieve high employee performance in the development of public services. Government agencies must be able to build and improve their performance within their environment. The success of government agencies is influenced by various factors, including human resources. Human resources are actors from all levels of planning and evaluation who are able to utilize other resources owned by the government. The presence of human resources in government agencies plays an important role. Various things must be achieved for employees to meet the standards, missions, and goals that the government agency wants to achieve. The potential of each human resource in a government agency must be utilized as much as possible to provide optimal work results.

Another factor causing low employee performance is the physical work environment. The physical work environment has a direct influence on the performance of employees who perform their duties and functions. A satisfactory work environment can improve employees' performance. The problems that occur at the West Priangan Land Office (Cianjur Regency, Sukabumi Regency, and Sukabumi City) regarding the physical work environment are inadequate office space with the number of workers in each office space, in addition to less

than optimal room lighting, limited office equipment and its age so that it is not suitable for use so that there are always problems. An inadequate physical work environment can reduce employee performance and decrease employee work motivation.

Work motivation is a form of encouragement that exists within employees, which is an important factor to be able to gain the attention of leaders in the agency, because work motivation is a positive emotional work encouragement that can increase employees' work spirit. Employees who have work motivation tend to have positive feelings and thoughts about the work they do, and vice versa. If employees feel less motivated to work, then the enthusiasm for work will also decrease towards the work that must be done.

This study was conducted simultaneously to determine the influence of transformational leadership, physical work environment, and motivation on employee performance at the PPNPN Land Office in West Priangan (Cianjur Regency, Sukabumi Regency, and Sukabumi City). Previous studies have examined the causality of the variables of transformational leadership, physical work environment, motivation, and employee performance by testing the causality model between the four variables partially or separately, and have not been carried out in an integrated manner. To date, there has been no research on the influence of transformational leadership and the physical work environment on employee performance with motivation as an intervening variable in government agencies.

LITERATURE REVIEW

Tabel 1. review

Author (Year)	Research purposes	Research methods	Research Object	Research result
Azizil Bana (2016): "The influence of transformational leadership and physical work environment on employee performance with work motivation as a mediating variable (study on the regional drinking water company (PDAM), Kendari City)"	Testing and analyzing the influence of transformational leadership on employee performance, the influence of physical work environment on employee performance, the influence of work motivation on employee performance, the influence of transformational leadership on employee	Quantitative research	Kendari City PDAM employees number 115 people.	<ol style="list-style-type: none"> 1. transformational leadership has a positive and significant direct influence on employee performance. 2. The physical work environment has a direct positive and significant influence on employee performance. 3. Transformational leadership has a positive and significant indirect influence, namely through work motivation on employee performance. 4. The physical work environment has a positive and significant indirect influence, namely through work motivation on employee performance.

Author (Year)	Research purposes	Research methods	Research Object	Research result
	performance mediated by work motivation, the influence of physical work environment on employee performance mediated by work motivation.			5. transformational leadership and physical work environment and work motivation have been proven to improve employee performance.
Supriyadi and Nurmayanti (2021): "The influence of work motivation, transformational leadership style and work environment on employee performance at the technical implementation unit office of Ambulu Jember Health Center."	measuring how big the impact of work motivation, transformational leadership style and work environment is on employee performance at UPT Ambulu Jember Health Center	Quantitative Research	The Ambulu Health Center staff number 95 people.	<ol style="list-style-type: none"> 1. Work motivation affects employee performance. Employee performance increases because employees like challenging work. 2. Transformational leadership style affects employee performance. Employees feel treated as individuals, this is indicated by the assumption that leaders always carry out activities together to achieve an agency's goals. 3. The work environment does not affect employee performance.
The influence of transformational leadership style, motivation, and work environment on employee performance at CV. Guna Karya (Pramesthie and Rachma, 2020)	To find out the effects and relationships of transformational leadership style, motivation, and work environment on employee performance at CV. Guna Karya Malang.	Qualitative Research	CV Guna Karya employees were 50 respondents.	<ol style="list-style-type: none"> 1. Transformational leadership style variables influence employee performance output 2. Work motivation has a direct effect on employee performance. The challenges of work have a high value weight on the relationship between the two variables. 3. The work environment has a significant influence on employee performance.
The influence of transformational leadership style, agency culture, work motivation, and work environment on performance (SUKRON MAKMUN, Rohim, Rohim Rohim 2021)	Measuring how big the impact of transformational leadership style, agency culture, work motivation, and work environment is on employee performance at UPT. Ambulu Health Center, Jember Regency.	Quantitative research	Ambulu health center employees who were randomly sampled. The total respondents were 77 people.	<ol style="list-style-type: none"> 1. Leadership style influences employee performance. 2. Institutional culture influences employee performance. 3. Work motivation also influences employee performance. 4. In the research, the work environment does not affect employee performance. This can be seen from the calculation test where the influence of the work environment is not strong enough to affect the value of employee performance.

Author (Year)	Research purposes	Research methods	Research Object	Research result
Ajeng Normala (2022): "The Influence of Transformational Leadership and Institutional Culture on Employee Performance through Work Motivation (Empirical Study of BLUD Employees of Ciawi Hospital, Bogor Regency)".	To determine the influence of transformational leadership and institutional culture and its implications on the performance of employees of the Ciawi Regional Public Hospital, Bogor Regency through work motivation.	Quantitative	The number of employees of the Ciawi Regional Hospital, Bogor Regency, is 213 people.	<ol style="list-style-type: none"> 1. There is a positive influence of transformational leadership on work motivation. 2. There is a positive influence of institutional culture on work motivation. 3. There is a positive influence of transformational leadership on employee performance. 4. There is a positive influence of transformational leadership on performance. 5. There is a positive influence of work motivation on employee performance. 6. There is a positive and significant influence of transformational leadership on employee performance through work motivation. 7. There is a positive and significant influence of institutional culture on employee performance through work motivation.
Andi Rahmatullah (2023): "The Influence of Transformational Leadership and Institutional Support on Civil Service Performance and Mediated by Work Motivation at the Bogor Regency District Attorney's Office".	To determine the influence of transformational leadership and agency support on employee performance and mediated by work motivation at the Bogor Regency District Attorney's Office.	Quantitative	The number of staff at the Bogor District Attorney's Office is 82 people.	<ol style="list-style-type: none"> 1. There is a positive and significant influence of leadership on work motivation. 2. There is a positive and significant influence of agency support on work motivation. 3. There is a positive and significant influence of transformational leadership on performance. 4. There is a positive and significant influence of agency support on performance. 5. There is a positive and significant influence of work motivation on performance. 6. There is an indirect influence of transformational leadership on employee performance through work motivation. 7. There is an indirect influence of agency support on employee performance through work

Author (Year)	Research purposes	Research methods	Research Object	Research result
				motivation.
Santi Velina (2023): "The Influence of Transformational Leadership and Teamwork (Group Cooperation Patterns) on Employee Performance Through Work Involvement in the New Normal Era of the Covid-19 Pandemic at YPI Nurul Bayan Cikalong, Cianjur Regency".	To determine the influence of transformational leadership and teamwork as well as work involvement in improving the performance of employees of YPI Nurul Bayan Cikalong, Cianjur Regency.	Quantitative	The staff at YPI Nurul Bayan Cikalong, Cianjur Regency, number 72 people.	<ol style="list-style-type: none"> 1. There is a positive influence of transformational leadership on employee performance, 2. There is a positive influence of Team Work on employee performance. 3. There is an indirect influence of work involvement on employee performance.
Putri Rezeki Pertiwi (2022): The Influence of Institutional Culture and Transformational Leadership on Employee Performance through Work Motivation as an Intervening Variable (Empirical Study of Employees of PT. Bank Syariah Indonesia, Tbk.)	Knowing the magnitude of the direct influence of agency culture and transformational leadership on employee performance through work motivation.	Quantitative	The number of employees at PT. Bank BSI KC Bogor Parung is 104 people.	<ol style="list-style-type: none"> 1. There is a direct influence between institutional culture and work motivation. 2. There is a direct influence between transformational leadership and work motivation. 3. There is a direct influence between agency culture and employee performance. 4. There is a direct influence between transformational leadership and employee performance. 5. There is a direct influence between work motivation and employee performance. 6. There is an indirect influence between agency culture on employee performance through work motivation. 7. There is an indirect influence between transformational leadership and employee performance.
Iman Prabowo (2022): "The Influence of Institutional Culture and Transformational Leadership with Work Motivation	To determine the influence of institutional culture and transformational leadership on employee performance	Quantitative	Employees at PT. HK Realtindo Jakarta total 109 people	<ol style="list-style-type: none"> 1. There is a direct positive influence of institutional culture on work motivation, 2. There is a direct positive influence of transformational leadership on work motivation.

Author (Year)	Research purposes	Research methods	Research Object	Research result
as an Intervening Variable on Employee Performance (Empirical Study at PT. HK Realtindo Jakarta)”	through work motivation.			<ol style="list-style-type: none"> 3. There is a direct positive influence of agency culture on employee performance. 4. There is a direct positive influence of transformational leadership on employee performance. 5. There is a direct positive influence of work motivation on employee performance. 6. There is a positive indirect influence of agency culture on employee performance. 7. There is a positive indirect influence of transformational leadership on employee performance through work motivation.

2. METHODS

The Methods section outlines the steps followed in executing the study and provides a brief justification for the research methods used. This section should contain sufficient detail to allow the reader to evaluate the appropriateness of the methods and reliability and validity of the findings. Additionally, this information should enable experienced researchers to replicate their studies.

3. RESULTS

This study examines how Transformational Leadership and Physical Work Environment Influence Employee Performance with Employee Motivation as an intervening variable. The questionnaire was distributed to 113 employees of the Land Office in West Priangan (Cianjur Regency, Sukabumi Regency, and Sukabumi City), West Java Province. To obtain research data related to Transformational Leadership, Physical Work Environment and Employee Motivation on Employee Performance.

Furthermore, the research data were collected and analyzed descriptively and quantitatively. Descriptive analysis was conducted using Microsoft Excel to produce a picture of Transformational Leadership, Physical Work Environment, Employee Motivation, and Employee Performance, while quantitative analysis was conducted using path analysis techniques and Lisrel tools to measure the impact of Transformational Leadership, Physical Work Environment and Employee Motivation on Employee Performance. These are the characteristics of all the respondents.

The data described are the scores of statement items on the research instrument, including Employee Performance (Z) as an endogenous variable, Work Motivation (Y) as an intervening variable, and two exogenous variables, namely, Transformational Leadership (X1). and Physical Work Environment (X2).

The description of the data included the average (mean), middle value (median), frequently occurring value (mode), standard deviation, lowest and highest scores, range between scores (range), data diversity (sample variance), number of classes, and distance between intervals analyzed using SPSS version 27.

1. Employee Performance (Z)

The results of measuring the analyzed Employee Performance variable data are shown in Table 2.

Table 2. Statistical Description of Employee Performance Variables (Z)

Statistics	
Employee Performance	
Valid	113
Missing	0
Mean	179.84
Median	199.00
Mode	100
Std. Deviation	55,276
Variance	3055.474
Range	189
Minimum	61
Maximum	250
Sum	20322

Based on table 2. above, it can be interpreted that the highest score (maximum) is 250, the lowest score (minimum) is 61 with a score range of 118 and the middle value (median) is 199. The average value (mean) is 179.84, whereas the value that often appears is (mode) 100. The sample variance value obtained from the data processing results was 3055.47 with a Standard Deviation (Std. deviations) of 55.28. Based on the above description, it can be seen that the middle value, average value, and frequently appearing values are not significantly different.

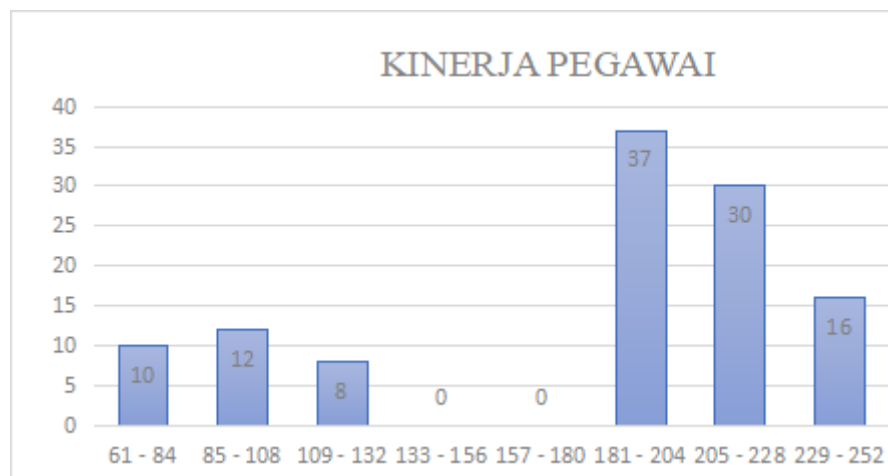
From the calculation results using the Sturges formula, the number of interval classes was eight, with a class length of 23. The frequency distribution of the Employee Performance variable data can be seen in Table 3.

Table 3. Frequency Distribution of Employee Performance Data (Z)

No	Interval Class	Absolute Frequency (Fi)	Relative Frequency (%)
1	61 - 84	10	8.8
2	85 - 108	12	10.6
3	109 - 132	8	7.1
4	133 - 156	0	0
5	157 - 180	0	0
6	181 - 204	37	32.8
7	205 - 228	30	26.5
8	229 - 252	16	14.2
TOTAL		113	100

Table 3 illustrates that the lowest frequency in classes 4 and 5 (intervals 133–156 and 157–180) was 0%. The highest frequency in class 6 (181–204) was 32.8%.

A clearer table of the frequency distribution of the Employee Performance data is presented in Figure 1.

Figure 1. Employee Performance Histogram (Z)

The Employee Performance variable instrument (Z) consists of 32 valid statement items, so that the lowest theoretical score is $(32 \times 1) = 32$ and the highest score $(32 \times 5) = 160$, with a theoretical median score of $(32 + 160) / 2 = 96$. The lowest empirical score of the research results was 61, and the highest was 250, with an empirical median of $(61 + 250) / 2 = 155.5$. When comparing the empirical median score = 155.5 with the theoretical median score = 96, this shows that the empirical median score is greater than the theoretical median score, which is $155.5 > 96$, indicating that Employee Performance in the Land Office in West Priangan (Cianjur Regency, Sukabumi Regency, and Cianjur City) is relatively high.

2. Transformational Leadership (X1)

The results of the measurement of the Transformational Leadership variable are shown in Table 4.

Table 4. Statistical Description of Transformational Leadership Variable (X1)

Statistics		
Transformational Leadership		
N	Valid	113
	Missing	0
	Mean	146.17
	Median	160.00
	Mode	200
	Std. Deviation	45.159
	Variance	2039.302
	Range	160
	Minimum	40
	Maximum	200
	Sum	16517

Based on table 4. above, it can be interpreted that the highest score (maximum) is 200, the lowest score (minimum) is 40 with a score range of 160 and the middle value (median) is 160. The average value (mean) was 146.17, while the value that often appeared was (mode) 200. The sample variance value obtained from the data processing results was 2039.3 with a Standard Deviation (Std. deviations) of 45.16. Based on the above description, it can be seen that the middle value, average value, and frequently appearing values are not significantly different.

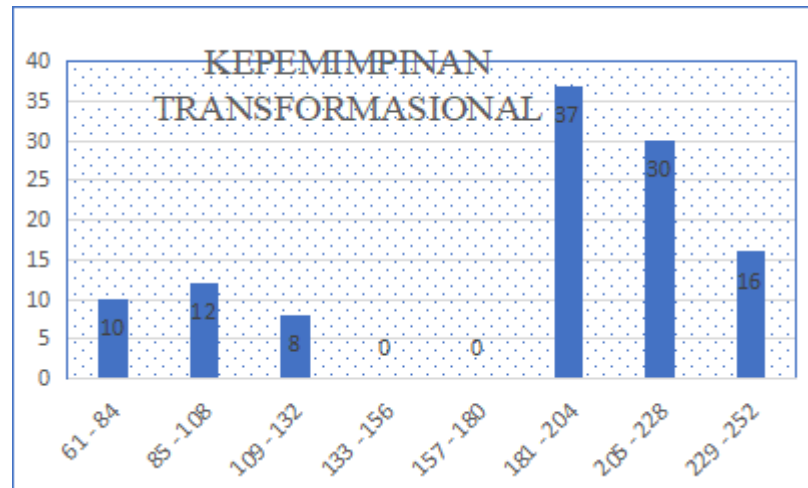
From the calculation results using the Sturges formula, the number of interval classes was eight, with a class length of 19. The frequency distribution of the Transformational Leadership variable data is presented in Table 5.

Table 5. Frequency Distribution of Transformational Leadership Data (X1)

No	Interval Class	Absolute Frequency (Fi)	Relative Frequency (%)
1	40 - 59	8	7.1
2	60 - 79	5	4.4
3	80 - 99	13	11.5
4	100 - 119	0	0
5	120 - 149	8	7.1
6	150 - 169	45	39.8
7	170 - 189	22	19.5
8	190 - 209	12	10.6
TOTAL		113	100

Table 5. illustrates that the lowest frequency in Class 4 (interval 100–119) was 0%. The highest frequency in Class 6 (interval 150–169) was 39.8%. The frequency distribution table of the Transformational Leadership data is presented in Figure 4.6.

Figure 2. Histogram of Transformational Leadership (X1)



The Transformational Leadership variable instrument (X1) consists of 36 valid statement items, so that the lowest theoretical score is $(36 \times 1) = 36$ and the highest score $(36 \times 5) = 180$, with a theoretical median score of $(36 + 180) / 2 = 108$. The lowest empirical score of the research results was 40 and the highest was 200, with an empirical median of $(40 + 200) / 2 = 120$. When comparing the empirical median score = 120 with the theoretical median score = 108, the empirical median score is greater than the theoretical median score, which is $120 > 108$, indicating that Transformational Leadership in the Land Office in West Priangan (Cianjur Regency, Sukabumi Regency, and Cianjur City) is classified as high.

3. Physical Work Environment (X2)

Results of measuring variable data: The Physical Work Environment analyzed can be seen in Table 6.

Table 6. Statistical Description of Physical Work Environment Variables (X2)

Statistics		
Physical Work Environment		
N	Valid	113
	Missing	0
Mean		217.50
Median		239.00
Mode		233
Std. Deviation		64,586

Variance	4171.306
Range	229
Minimum	71
Maximum	300
Sum	24577

Based on table 6. above, it can be interpreted that the highest score (maximum) is 300, the lowest score (minimum) is 71 with a score range of 229 and the middle value (median) is 239. The average value (mean) was 217, while the value that often appeared was 233 (mode). The sample variance value obtained from the data processing results was 4171.31 with a Standard Deviation (Std. deviations) of 64.59. Based on the above description, it can be seen that the middle value, average value, and frequently appearing values are not significantly different.

From the calculation results using the Sturges formula, the number of interval classes was eight, with a class length of 28. The frequency distribution of the Physical Work Environment variable data is presented in Table 6.

4. Work motivation (Y)

The results of measuring the analyzed Work Motivation variable data are presented in Table 7.

Table 7. Statistical Description of Work Motivation Variables

		(Y)
		Statistics
Motivation		
N	Valid	113
	Missing	0
Mean		181.60
Median		200.00
Mode		100a
Std. Deviation		54,293
Variance		2947.777
Range		192
Minimum		58
Maximum		250
Sum		20521

a. Multiple modes exist. The smallest value is shown

Based on table 7 above, it can be interpreted that the highest score (maximum) is 250, the lowest score (minimum) is 58 with a score range of 192 and the middle value (median) is 200. The average value (mean) is 181.6, whereas the value that often appears is (mode) 100.

The sample variance value obtained from the data processing results was 2947.8 with a Standard Deviation (Std. deviations) of 54.3. Based on the above description, it can be seen that the middle value, average value, and frequently appearing values are not significantly different.

The Work Motivation variable instrument (Y) consists of 30 valid statement items, so that the lowest theoretical score is $(30 \times 1) = 30$ and the highest score $(30 \times 5) = 150$, with a theoretical median score of $(30 + 150) / 2 = 90$. The lowest empirical score of the research results was 58, and the highest was 250, with an empirical median of $(58 + 250) / 2 = 154$. When comparing the empirical median score = 154 with the theoretical median score = 90, the empirical median score is greater than the theoretical median score ($154 > 90$), indicating that Work Motivation in the Land Office in West Priangan (Cianjur Regency, Sukabumi Regency, and Cianjur City) is classified as high.

4. DISCUSSION

The conclusion of hypothesis 1 (one) states that there is a positive and significant influence of transformational leadership (ξ_1) on Employee Performance (η_2) PPNPN throughout West Priangan (Cianjur Regency, Sukabumi Regency, and Sukabumi City) and is based on the analysis that the most dominant indicator of the variable Transformational Leadership is INDIV1 (Individual Consideration) with a value of 0.88.

The results show that the variable Transformational Leadership having a good response especially on the Individual Consideration indicator shows that in the context of transformational leadership, the Individual Consideration aspect is highly appreciated by employees. Leaders who can provide individual attention and support to each team member tend to receive a very positive response from their subordinates. Employees feel more motivated, engaged, and appreciated when their leaders effectively implement individual considerations.

The results of this study are in accordance with and also strengthen previous research conducted by Bana, (2016) which states that transformational leadership has a positive and significant direct influence on employee performance. then research from (Supriyadi and Nurmayanti, 2021) Transformational leadership style influences employee performance.

The results show that the physical Work Environment has a good response, especially on the lighting indicator, where the physical work environment has a strong and significant influence on employee work motivation, with lighting as the most dominant factor. With a value of 1.15, lighting played an important role in increasing employee enthusiasm and

efficiency. Therefore, organizations that want to improve employee motivation and performance should pay special attention to lighting in the workplace while continuing to improve other aspects of the physical work environment.

The conclusion of hypothesis 5 (five) states that there is a positive and significant influence Work motivation to Employee Performance at the PNPN throughout West Priangan (Cianjur Regency, Sukabumi Regency and Sukabumi City), West Java and based on the analysis, the most dominant indicator of the variable Work motivation is Productive with a value of 1.00.

Influence Indirectly 0.17, which means that the influence of Transformational Leadership on Employee Performance through Work Motivation was 0.17 units. If work motivation increases, then the influence of Transformational Leadership on employee performance will increase by 0.17 units. Significance: The t-value of 2.30 > 1.96 indicates that this indirect effect is significant because it is greater than 1.96. This means that there is sufficient evidence that work motivation significantly mediates the relationship between Transformational Leadership and employee performance.

The results show that the variable work motivation has a good response, especially on productive indicators, where work motivation has a significant influence on employee performance in the office Land in West Priangan (Cianjur Regency, Sukabumi Regency, and Cianjur City), with productivity being the most dominant indicator. With a focus on increasing productivity, office Land in West Priangan (Cianjur Regency, Sukabumi Regency, and Cianjur City) can improve employee performance and achieve organizational goals more effectively. Organizations must continue to develop strategies to motivate employees and increase productivity to achieve optimal performance.

Influence Indirectly 0.12, which means that the influence of the Physical Work Environment on Employee Performance through Work Motivation was 0.12 units. If work motivation increases, then the influence of Physical Work Environment on employee performance will increase by 0.12 units. Significance: The t-value of 2.12 > 1.96 shows that this indirect effect is also significant because it is greater than 1.96. This means that there is sufficient evidence that work motivation significantly mediates the relationship between the physical work environment and employee performance.

5. CONCLUSION

1. Transformational Leadership affects Employee Performance, which shows where more effective transformational leadership is applied. Ideal influencing factors, motivating inspiration, intellectual stimulation, and individual consideration are the determinants of increasing PNP Employee Performance throughout West Priangan (Cianjur Regency, Sukabumi Regency, and Sukabumi City).
2. The Physical Work Environment influences Employee Performance, showing that improvements in the physical work environment (improved lighting, cleanliness, or better temperature settings) will be followed by an increase in PNP Employee Performance throughout West Priangan (Cianjur Regency, Sukabumi Regency, and Sukabumi City).
3. There is a positive and significant influence Transformational Leadership towards Work motivation. Thus, organizations that want to increase employee work motivation should strengthen the individual consideration aspect alongside other aspects of leadership style. This will help to create a more supportive, motivating, and productive work environment.
4. There is a positive and significant influence Physical Work Environment to Work motivation. Therefore, organizations wishing to improve employee motivation and performance should pay special attention to lighting in the workplace, while continuing to improve other aspects of the physical work environment.
5. There is a positive and significant influence on employee Performance PNP Se-Priangan Barat (Cianjur Regency, Sukabumi Regency, and Sukabumi City), which is the most dominant indicator. By focusing on increasing productivity, land office Se-Priangan Barat can improve employee performance and achieve its organizational goals more effectively. Organizations must continue to develop strategies to motivate employees and increase productivity to achieve optimal performance.
6. There is a positive and significant influence of transformational Leadership on Employee Performance Mediated by work motivation, which in turn mediates the relationship between transformational leadership and employee performance. The total Influence shows that transformational leadership has a significant positive effect on employee performance, both directly and indirectly.
7. There is no positive and significant influence of the physical Work Environment on Employee Performance, as mediated by work motivation t -value of $1.63 < 1.96$ indicates that this indirect effect is not significant because it is smaller than 1.96. This

means that there is insufficient evidence to state that work motivation significantly mediates the relationship between the physical work environment and employee performance.

Based on the conclusions and implications above, recommendations for research on the Influence of Transformational Leadership and Physical Work Environment on the Performance of PNPN Employees in West Priangan (Cianjur Regency, Sukabumi Regency, and Sukabumi City) through Work Motivation as an intervening variable are as follows:

1. Leaders need to pay attention to the individual needs of employees and provide guidance and support, especially for employees who have the potential to be promoted or have high performance.
2. Improve the quality of lighting in the workplace so that it is comfortable for employees and helps improve concentration and work efficiency; (b) Temperature and ventilation: Maintain a comfortable room temperature and a good ventilation system to create a conducive work environment; (c) Noise: Reduce noise in the workplace to create a calmer and more focused environment for employees; (d) Cleanliness: Maintain the cleanliness of the workspace and public facilities to ensure employee health and comfort; and (e) supporting facilities, such as adequate rest rooms and ergonomic work equipment.
3. Increasing the role of superiors in providing support, supervision, and motivation to employees so that they feel appreciated and motivated to work better.

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