

The Influence of Transformational Leadership and the Physical Work Environment on Employee Performance, Mediated by Work Discipline in Tanjung Selor District

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Abstract

This research uses a quantitative approach with a survey method. Data analysis is carried out using a Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) approach to test the relationships between variables both directly and indirectly. The population in this study includes all employees of the Tanjung Selor District Government, with the sampling technique using a census/sampling method according to the total population. Data were collected through questionnaires that had been tested for validity and reliability and then analyzed using multiple linear regression analysis. The results of the study indicate that transformational leadership does not have a significant effect on employee performance, which shows that leaders have not been able to provide inspiration, motivation, and individual attention to improve employee performance. The physical work environment also has a positive and significant effect on employee performance, indicating that a comfortable, safe, and adequate work environment supports increased work productivity. In addition, work discipline has a positive and significant effect on employee performance, reflecting that adherence to rules and work responsibilities plays an important role in achieving optimal performance. The physical work environment has a positive and significant effect on employee performance, where a comfortable, safe, and adequate work environment can support increased work productivity. In addition, work discipline is proven to have a positive and significant effect on employee performance, reflecting that adherence to rules and work responsibilities plays an important role in achieving optimal performance.

Introduction

Human Resources (HR) are a strategic asset for an organization and a determining factor in its success, both in government and non-government agencies. Effective HR management is key to navigating the dynamic changes in an organizational environment. Effective HR management through sound management is essential for an organization to optimally achieve its goals. Without planned and systematic management, an organization will not run effectively. Good human resource management will improve employee performance, enabling the organization to optimally achieve its goals (Mangkunegara, 2017; Fahmi, 2018). In the context of public organizations, employee performance is crucial because it is directly related to the quality of services provided to the public.

Therefore, achieving organizational goals must be supported by high, professional, and responsible employee performance. High employee performance reflects the effectiveness of government administration and the level of public satisfaction with the services provided. Conversely, low employee performance can impact the quality of public services (Mangkunegara, 2017). Along with technological advances in the era of globalization,

leadership issues have become increasingly important and interesting to study. The success of an organization is often identified with the leader's ability to manage and direct the organization in a structured and systematic manner. Both governmental and non-governmental organizations can achieve success or fail, partly due to the quality of their leadership. Leaders are required to be able to steer the organization, face various challenges, and mobilize all resources to provide optimal service to the public. The success or failure of an organization is largely determined by the quality of leadership implemented (Yukl, 2013). In this regard, transformational leadership is a relevant approach to addressing the demands of modern organizational change.

A trusted and appointed leader plays a crucial role in carrying out organizational functions. The success of an organization in achieving its goals is influenced by various factors, but leadership is the most dominant. Leaders have the power to influence, direct, and motivate employees to utilize resources effectively and efficiently. Good leadership will encourage employees to work productively, be disciplined, and be committed to their duties and responsibilities. One factor influencing employee performance is leadership. Leadership is a leader's ability to influence, direct, and motivate subordinates to achieve organizational goals. The success or failure of an organization is largely determined by the quality of leadership implemented (Yukl, 2013). In this regard, transformational leadership is a relevant approach in addressing the demands of change in modern organizations. Transformational leadership is a relevant leadership approach in addressing the dynamics of change in modern organizations. This leadership emphasizes the leader's ability to create a vision, provide inspiration, intrinsically motivate employees, and pay attention to individual needs and development.

Transformational leaders not only direct employees but also serve as role models, create an innovative and conducive work environment, and encourage employees to achieve higher performance. Transformational leaders are not only oriented toward achieving targets but also toward changing employee values, attitudes, and behaviors in a more positive direction (Bass, 1985; Northouse, 2018). Previous research has shown that transformational leadership has a positive influence on employee performance because it can increase motivation and work commitment. In addition to leadership, the physical work environment and work discipline are also important factors influencing employee performance. The physical work environment influences employee comfort and performance, as good working conditions can increase productivity and reduce work fatigue (Sedarmayanti, 2018; Sunyoto, 2012).

The physical work environment encompasses physical, social, and psychological aspects that influence employee comfort and satisfaction at work. A supportive physical work environment, supported by adequate facilities and infrastructure and harmonious working relationships, will encourage improved employee performance. Another equally important factor is work discipline. Work discipline is a form of employee compliance with applicable regulations and norms within the organization. A high level of discipline reflects employee responsibility and commitment in carrying out their duties. Good work discipline will have a direct impact on improved employee performance (Hasibuan, 2019; Sutrisno, 2009).

Work discipline also leads to employee compliance with applicable regulations and procedures, such as punctuality, attendance, and effective use of work hours. Employees with high work discipline tend to demonstrate better performance. Employee performance is a crucial factor in public organizations because it determines the quality of public service (Mangkunegara, 2017; Fahmi, 2018). Tanjung Selor District, as one of the sub-districts in Bulungan Regency, plays a strategic role in governance and public service delivery. This sub-district comprises several sub-districts and villages with diverse regional characteristics. In carrying out government

functions, the Sub-district Head is assisted by the Village Head and Village Head, who maintain a coordinating relationship in accordance with statutory provisions. As a regional apparatus, Tanjung Selor District has an organizational structure tasked with implementing public services and community empowerment. In its implementation, the provision of public services in Tanjung Selor District still faces various problems, including suboptimal service quality, limited facilities and infrastructure, lack of coordination between work units, and division of tasks that are not fully in accordance with the main tasks and functions.

These conditions have an impact on employee performance and public satisfaction as service recipients. The Public Satisfaction Survey (SKM) is an activity to measure the level of public satisfaction with public services provided by service providers. SKM aims to determine the extent to which public expectations are met in terms of service quality and provide feedback for providers to improve service quality. The Public Satisfaction Survey was conducted as mandated by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Compiling Public Satisfaction Surveys for Public Service Provider Units, which was then regulated more specifically in the Regulation of the Regent of Bulungan Regency Number 19 of 2021 concerning Guidelines for Public Satisfaction Surveys on the Provision of Public Services within the Regional Government.

This Public Satisfaction Survey aims to measure the level of government services to the public, one of which is land administration services. Based on the table above, there is a downward trend in the quality of services in Tanjung Selor District regarding public satisfaction of those who receive services. It can be seen that in 2021 in the first semester, from an average number of respondents of 113 people, the public satisfaction score obtained was 78.65 so that the quality of service obtained was B with a good predicate, in 2022 Semester II the Public Satisfaction Index score increased to 85.68 so that the quality of service obtained was B with a good performance predicate, the predicate remained at a B value in 2023 in the first semester with a value of 79.86 even though the public satisfaction index value decreased by 5.82.

A downward trend was observed in 2023 in the second semester; there was a decrease in the value of the Public Satisfaction Index obtained from 76.34 with a C predicate with a Fairly Good predicate until in 2024 Semester I with a value of 75 with a good predicate. From 2022 to 2024, there were quite dynamic changes based on the Public Satisfaction Survey. A downward trend was observed in the second semester of 2022, from 85.68 to 76.65, representing a decrease of 9.03%. A significant decline in the Public Satisfaction Index (SKM) in 2023 compared to previous years was observed. This decline indicates that the quality of public services provided by Tanjung Selor District has not fully met public expectations. The decline in SKM may indicate internal organizational issues that need to be immediately identified and addressed, particularly regarding employee performance within the Tanjung Selor District Government.

Interviews with Tanjung Selor District employees revealed that the Tanjung Selor District office facilities are inadequate, resulting in suboptimal service delivery to the public. Suboptimal employee performance in implementing public services can impact this low index. This could be due to a work environment that hinders the implementation of empowerment and service programs for the community, or ineffective leadership. Furthermore, limited work facilities such as operational vehicles, computers, and air conditioning also affect employee comfort and the effectiveness of task performance. Only the sub-district head, sub-district secretary, and village heads have operational vehicles, while others do not. This limitation can impact employee mobility, work efficiency, and motivation. When resources are unevenly distributed, it can lead to dissatisfaction among employees who feel under-supported in

carrying out their duties. Interviews with the community still show that services take a long time to complete, often not following established standard operating procedures (SOPs). Furthermore, researchers found that the Tanjung Selor sub-district government lacks adequate facilities and infrastructure, such as air conditioning and PCs. This leads to employees feeling uncomfortable and bored with the existing conditions, which leads to them not being able to perform optimally, which impacts employee performance. Work discipline issues are also reflected in the relatively high employee absenteeism rate, which exceeds established tolerance limits. High levels of employee absenteeism have the potential to hinder organizational productivity and effectiveness.

According to the letter from the Personnel and Human Resources Development Agency of Bulungan Regency number: 800.1.6/4220/BKPSDM-III regarding employee development where almost all employees of Tanjung Selor District committed fraud in the implementation of performance recapitulation through the E-Presence application which was carried out independently and not through the leadership. Low work discipline can cause public services not to run in accordance with established standard operating procedures. In this study, the level of employee absence also has relevance that can be linked to several aspects of the variables being studied, especially regarding work discipline. The calculation of employee absence rate is done using the following formula: $\text{Absenteeism Rate} = (\text{number of absences} : \text{number of employees} \times \text{number of working days}) \times 100\%$ (Hasibuan, 2013).

Based on Table 1.4, the average absence rate in the last few months reached 6.03%. This figure exceeds the tolerance threshold generally applied by organizations, which is 5%. If the absence rate in an organization exceeds 5%, then it is classified as a high absence rate. Based on these conditions, transformational leadership, the physical work environment, and work discipline are important variables that need attention in efforts to improve employee performance in Tanjung Selor District. Transformational leadership is believed to be able to strengthen the influence of the work environment and work discipline by increasing employee motivation, commitment, and positive attitudes towards work.

Method

Research Design

A research design is a framework used to systematically plan and implement a study. According to Sugiyono (2017), research design refers to the plan and structure used to conduct research, including data collection methods and techniques, data analysis, and how the data will be used to answer the research questions. In this study, a quantitative method with a survey approach was used. This research method was chosen because it aligns with the characteristics of research that seeks to explain the relationship between independent variables, namely Transformational Leadership and the Physical Work Environment. Work Discipline is a mediating variable, with the dependent variable, employee performance.

Quantitative Research Methods are scientific methods used to collect and analyze numerical data. This data is then processed statistically to identify patterns, relationships, and broader generalizations (Sugiyono, 2017). Meanwhile, a survey approach is used to collect data from a sample population through questionnaires or interviews. This approach is often used to measure attitudes, opinions, or characteristics of a group of people (Sugiyono, 2017). This research design is causal, aiming to determine the cause-and-effect relationship between variables through statistical hypothesis testing. The research model used is a mediation (intervening) model, in which work discipline acts as a variable mediating the influence of transformational leadership and the physical work environment on employee performance.

Research Location and Time

This research was conducted at the Tanjung Selor District Government Office, Bulungan Regency, North Kalimantan Province. The research location was selected based on the consideration that Tanjung Selor District is a regional government agency that plays a strategic role in providing public services and implementing government functions at the sub-district level. Employee performance in this agency is significantly influenced by leadership factors, the physical work environment, and the level of employee discipline in supporting the achievement of organizational goals. Therefore, the Tanjung Selor District Government is considered a relevant and representative object for studying the influence of transformational leadership, the physical work environment, and work discipline on employee performance.

The research was conducted over approximately two months, from February to April 2026. The initial phase of the research began with the development and validation of research instruments, followed by the distribution of questionnaires to employee respondents. Data collection was conducted over a period of approximately two weeks to achieve an optimal response rate. The collected data was then processed through coding, data entry, and verification to ensure accuracy. The final phase of the research included statistical data analysis, which was conducted in stages. With this timetable, it is hoped that the entire research series can be carried out systematically and produce findings that can be academically accounted for. Details of the research implementation stages are presented in Appendix 1.

Population and Sample

The population of this study included all employees working at the Tanjung Selor District Office, Tanjung Selor Hilir Village, Tanjung Selor Hulu Village, and Tanjung Selor Timur Village. This population was selected because these office employees have direct experience in providing services to the public and its impact on organizational accountability and efficiency. The population in this study is homogenous, meaning that members of the population share similar characteristics relevant to the research variables.

Data Types and Sources

The type of data used in this study is quantitative data, measured using a rating scale ranging from strongly agree to strongly disagree. According to Sugiyono (2020), using this rating scale allows researchers to obtain an overview of respondents' perceptions and attitudes toward the research variables. Quantitative data is data in numerical form or can be measured and analyzed using statistical techniques. The quantitative data were obtained from questionnaires distributed to Civil Service (ASN) employees in Tanjung Selor District, relating to the following variables: Transformational Leadership, Physical Work Environment, Work Discipline, and Employee Performance. The collected data were then measured using a Likert Scale and analyzed to determine the direct and indirect effects between the variables.

The data sources for this study consist of primary and secondary data. Primary data was obtained directly from respondents through questionnaires. Secondary data was obtained from official Tanjung Selor District documents, Public Satisfaction Survey (SKM) reports, employee absence data, facility and infrastructure inventory reports, and references from books, journals, and relevant previous research.

Data Collection Instrument

The main instrument used in this study was a closed-ended questionnaire structured on a Likert scale. This questionnaire was structured based on indicators for each variable as defined in the operational definition and systematically structured for easy understanding by respondents.

Data collection was conducted using: To measure employee perceptions of Transformational Leadership and the Physical Work Environment, as mediated by Work Discipline, on employee performance. The questionnaire was structured as a closed-ended statement measured using a Likert scale with five response alternatives: (1) strongly disagree, (2) disagree, (3) undecided, (4) agree, and (5) strongly agree. The use of the Likert scale aims to measure respondents' attitudes, perceptions, and assessments of conditions related to the research variables. Sugiyono (2020) states that the Likert scale is used to measure the attitudes, opinions, and perceptions of an individual or group of people regarding social phenomena. Responses to each item on the Likert scale range from very positive to very negative. This research instrument consists of four main sections. The first section contains statements regarding transformational leadership, which include indicators of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The second section contains statements regarding the physical work environment, which include indicators of lighting conditions, air circulation, noise, layout, cleanliness, and completeness of work facilities.

The third section contains statements regarding work discipline, which includes indicators of compliance with regulations, punctuality, responsibility in carrying out tasks, and effective use of working hours. The fourth section contains statements regarding employee performance, which includes indicators of work quality, work quantity, timeliness of work completion, effectiveness, and work responsibility. A sample research questionnaire can be found in Appendix 1. The entire data collection process was carried out directly by the researcher to ensure that respondents understood each item in the questionnaire and completed it correctly. The researcher also provided an initial explanation before the questionnaire began to avoid biased interpretation by respondents. Thus, the collected data is expected to be of high quality and meet the requirements for further statistical analysis. In addition to the questionnaire, this research was also supported by documentation as supplementary data, such as SKM report books and other supporting documents. This documentation serves as secondary data that can strengthen the analysis results.

Data Analysis

The data analysis applied in this study was Path Analysis, using SmartPLS (Partial Least Squares) software. Partial Least Squares (PLS) is a data analysis method considered very robust because its application does not rely on many assumptions. The PLS approach is distribution-free, meaning it does not require specific data assumptions, and can be applied to nominal, categorical, ordinal, interval, and ratio data. PLS utilizes the bootstrapping method, which is random doubling, so it does not require the assumption of normality in the data. Furthermore, PLS does not specify a minimum sample size, so this method can still be used in research with small sample sizes (Muhson, 2022). The steps taken in the data analysis are as follows: This analysis is used to describe the characteristics of respondents and the distribution of answers based on the average (mean), standard deviation, and percentage values (minimum and maximum values) for each research variable, namely: Transformational Leadership (X1). Physical Work Environment (X2). Work Discipline (Z). Employee Performance (Y).

Outer model testing in PLS is conducted to evaluate the model's internal validity and reliability. This outer model describes the relationship between the latent variable and its constituent indicators. It can be said that the outer model defines how each indicator relates to the latent variable. Several tests performed on the outer model are as follows: Convergent validity is met if a correlation has a loading value > 0.7 . The output results indicate that the obtained factor loading value is > 0.7 , thus the indicators used in this study meet the requirements for convergent validity. However, during the scale development stage, loading values between

0.50 and 0.60 are still considered acceptable (Ghozali, 2018). Discriminant validity measures the reflexive model with indicators assessed based on the cross-loading between the indicators and the construct. Discriminant validity can be seen by comparing the cross-loading value of each indicator with its construct.

In the PLS algorithm report, select discriminant validity and view the cross-loading. Furthermore, discriminant validity can be tested by comparing the square root of the Average Variance Extracted (AVE) of each construct with the correlation between constructs in the model. If the square root of the AVE is greater than the correlation between the construct and other constructs, then discriminant validity is considered good (Ghozali, 2018). Reliability is measured to ensure the accuracy, consistency, and precision of the instrument in measuring the construct. Reliability testing is conducted using Cronbach's Alpha and Composite Reliability (also known as Dillon-Goldstein's). According to Sarwono and Narimawati (2015), a latent variable is said to have good reliability if the Composite Reliability and Cronbach's Alpha values are >0.7 . If the composite reliability is >0.7 , then the data has high reliability.

Structural Model Testing (Inner Model)

The R-Square for each endogenous latent variable is first evaluated as a measure of the structural model's predictive capacity in structural model assessment. The extent and significance of external latent factors influencing the endogenous latent variables can be understood by observing changes in the R-Square value. Because Sem-PLS includes hypothesis testing, this method is typically used in explanatory research techniques. The t-statistic and probability values can be used to test hypotheses. The following explains how to conduct hypothesis testing: Hypothesis Testing (Bootstrapping): The significance of the influence between variables is evaluated using the bootstrapping process. For the resampling process, the bootstrap algorithm uses all original samples.

A significance level of 5% is used in this study. To test the influence of the intervening effect on the PLS analysis, the following steps were taken using SEM analysis with the intervening effect procedure: The first model tests the effect of the independent variable on the dependent variable with a significance of t-statistic $<5\%$. The second model tests the effect of the independent variable on the intervening variable with a significance of t-statistic $<5\%$. The third model simultaneously tests the impact of the independent and intervening variables on the dependent variable. The effect of the intervening variable on the dependent variable is significant with a t-statistic $<5\%$. This proves that the intervening variable mediates the effect of the independent variable on the dependent variable.

Result and Discussion

The analysis begins with descriptive statistics to show respondents' perceptions of transformational leadership, the physical work environment, work discipline, and employee performance. It then evaluates the measurement model through convergent validity, discriminant validity, and reliability tests. After that, the structural model is assessed through R-square, effect size, direct effect testing, and indirect effect testing. The discussion does not only report the statistical results, but also critically interprets their theoretical and practical implications for employee performance in Tanjung Selor District. Since this study uses self-reported questionnaire data, the interpretation also considers possible methodological issues, such as response bias, social desirability bias, common method bias, and construct overlap, especially where the statistical values appear unusually high.

Table 1. Description of Transformational Leadership Variables

Indicator	Mean	Criteria
My leader has charisma and provides inspiration to me and the team.	3.964	High
My leader encourages us to think creatively and innovatively at work.	4.161	High
My leader pays attention to the individual needs of each team member.	4.161	High
My leader demonstrates ideal attitudes and values as an example for the team.	3.429	High
My leader has a clear long-term vision for the company.	4.196	High
My leader empowers us to contribute more within the team.	3.446	High

Source: Processed Primary Data, 2026

The table above shows that the overall average respondent response for the Transformational Leadership variable was 3,892. The interpretation of the scores for all indicators indicates that Transformational Leadership has a high standard.

Table 2. Description of Physical Work Environment Variables

Statement	Mean	Criteria
Lighting conditions and workplace cleanliness must be well maintained.	4.196	High
Work facilities (desk, chair, computer) are in good condition to support my job needs.	3.429	High
My work environment prioritizes occupational safety and health principles.	3.446	High
The workspace arrangement supports my comfort while working.	4.161	High

Source: Processed Primary Data, 2026

The table above shows that the overall average respondent response for the Physical Work Environment variable was 3.808. The interpretation of the scores for all indicators indicates that the Physical Work Environment has a high standard.

Table 3. Description of Work Discipline Variables

Statement	Mean	Criteria
I always arrive at and leave work on time.	4.196	High
I am responsible for the tasks assigned to me.	4.161	High
I am always punctual in carrying out my work duties.	4.071	High
I have full commitment to my job.	4.107	High
I am prepared to accept the consequences of the actions or decisions I make in the workplace.	4.054	High

Source: Processed Primary Data, 2026

The table above shows that the overall average respondent response for the Work Discipline variable was 4.177. The interpretation of the scores for all indicators indicates that Work Discipline has a high standard.

Table 4. Description of Employee Performance Variables

Statement	Mean	Criteria
The quality of my work results always meets the established standards.	3.446	High
I am able to complete tasks according to the targeted quantity.	4.196	High
I always complete tasks on time.	4.089	High
I work effectively to achieve optimal results.	4.071	High
I use resources efficiently in my work.	4.196	High
I often demonstrate initiative and creativity in my work.	3.464	High
I always comply with the work standards established by the company.	4.071	High

Source: Processed Primary Data, 2026

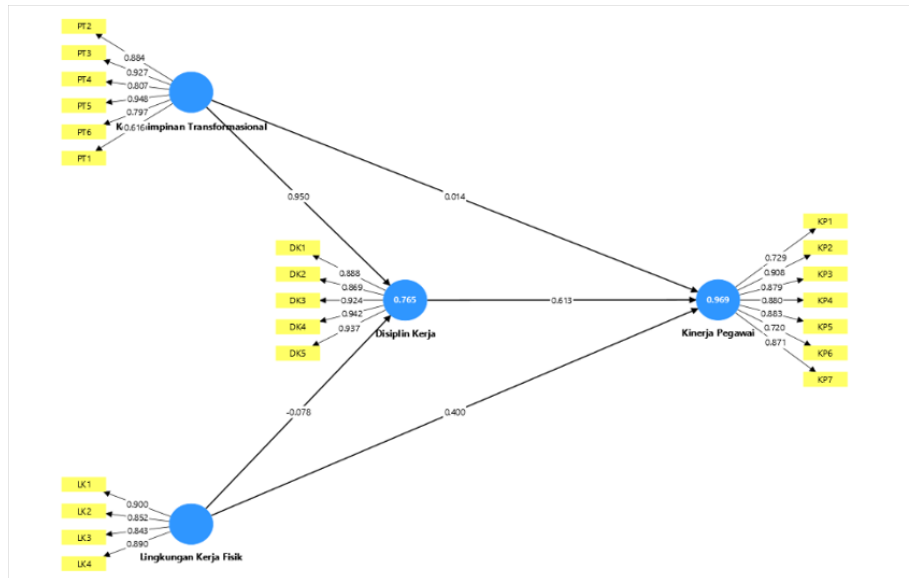
The table above shows that the overall average respondent response for the Employee Performance variable was 3.933. The interpretation of the scores for all indicators indicates that Employee Performance meets high criteria.

Table 5. Convergent Validity

Item	Transformational Leadership	Physical Work Environment	Work Discipline	Employee Performance	Description
PT1	0.616				Valid
PT2	0.884				Valid
PT3	0.927				Valid
PT4	0.807				Valid
PT5	0.948				Valid
PT6	0.797				Valid
LK1		0.900			Valid
LK2		0.852			Valid
LK3		0.843			Valid
LK4		0.890			Valid
DK1			0.888		Valid
DK2			0.869		Valid
DK3			0.924		Valid
DK4			0.942		Valid
DK5			0.937		Valid
KP1				0.729	Valid
KP2				0.908	Valid
KP3				0.879	Valid
KP4				0.880	Valid
KP5				0.883	Valid
KP6				0.720	Valid
KP7				0.871	Valid

Source: Processed Primary Data, 2026

Based on the table above, the Loading Factor values for almost all statement items average >0.70, with one item reaching 0.616. According to (Ghozali, 2018), a range of 0.50 to 0.60 is still considered acceptable. Therefore, it can be concluded that all statement items are convergently valid.



Source: Processed Primary Data, 2026

Table 6. Discriminant Validity-Fornell-Larcker criterion

Variable	Work Discipline	Transformational Leadership	Employee Performance	Physical Work Environment
Work Discipline	0.912			
Transformational Leadership	0.874	0.837		
Employee Performance	0.958	0.933	0.842	
Physical Work Environment	0.833	0.960	0.924	0.872

Source: Processed Primary Data, 2026

Based on the table above, the AVE values for all variable constructs indicate that the data has high discriminant validity.

Table 7. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability (rho_c)	Description
Transformational Leadership	0.911	0.932	Reliable
Physical Work Environment	0.897	0.927	Reliable
Work Discipline	0.949	0.961	Reliable
Employee Performance	0.930	0.944	Reliable

Source: Processed Primary Data, 2026

Cronbach's Alpha and Composite Reliability values for all variables are >0.70, indicating reliability.

Table 8. R Square

Variable	R-square	Adjusted R-square
Work Discipline	0.765	0.756
Employee Performance	0.969	0.968

Source: Processed Primary Data, 2026

The adjusted R-square value for the Work Discipline variable is 0.756, indicating that Transformational Leadership and Physical Work Environment explain 75.6% of the Work Discipline variable. Therefore, it can be concluded that the model is considered strong (Haryono, 2016: 384) and Savitri et al., 2021: 35). Meanwhile, the adjusted R-square value for the Employee Performance variable is 0.968, indicating that Transformational Leadership, Physical Work Environment, and Work Discipline explain 96.8% of the Employee Performance variable. Therefore, it can be concluded that the model is considered strong.

Table 9. Effect Size

Variable	Work Discipline	Employee Performance
Transformational Leadership	0.301	0.000
Physical Work Environment	0.002	0.408
Work Discipline		2.880

The effect of Transformational Leadership on Work Discipline is 0.301, so the effect of Transformational Leadership on Work Discipline is considered Moderate. The effect of Transformational Leadership on Employee Performance is 0.000, so the effect of Transformational Leadership on Work Discipline is considered Weak. The effect of the Physical Work Environment on Work Discipline is 0.002, so the effect of the Physical Work Environment on Work Discipline is considered Weak. The effect of the Physical Work Environment on Employee Performance is 0.408, so the effect of the Physical Work Environment on Employee Performance is considered Strong. The effect of Work Discipline on Employee Performance is 2.880, so the effect of Work Discipline on Employee Performance is considered Strong.

Table 10. Direct Effect Test

Hypothesized Relationship	Path Coefficient (O)	Sample Mean (M)	Standard Deviation	T-Statistic	P-Value	Result
Work Discipline → Employee Performance	0.613	0.605	0.091	6.725	0.000	Significant
Transformational Leadership → Work Discipline	0.950	1.037	0.301	3.160	0.002	Significant
Transformational Leadership → Employee Performance	0.014	-0.017	0.156	0.086	0.931	Not Significant
Physical Work Environment → Work Discipline	-0.078	-0.161	0.317	0.247	0.805	Not Significant

Physical Work Environment → Employee Performance	0.400	0.438	0.133	3.013	0.003	Significant
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Source: Processed Primary Data, 2026

The results of the first hypothesis test indicate that the Transformational Leadership → Employee Performance variable obtained a p-value of $0.931 > 0.05$. Therefore, H1 is rejected, namely, Transformational Leadership does not have a positive effect on Employee Performance in Tanjung Selor District. The results of the second hypothesis test indicate that the Physical Work Environment → Employee Performance variable obtained a p-value of $0.003 > 0.05$. Therefore, H2 is accepted, namely, Physical Work Environment has a positive effect on Employee Performance in Tanjung Selor District. The results of the third hypothesis test indicate that the variable Work Discipline → Employee Performance obtained a p-value of $0.000 < 0.05$, therefore H3 is accepted, namely, Work Discipline influences Employee Performance in Tanjung Selor District. The results of the fourth hypothesis test indicate that the variable Transformational Leadership → Work Discipline obtained a p-value of $0.002 < 0.05$, therefore H1 is accepted, namely, Transformational Leadership has a positive effect on Work Discipline in Tanjung Selor District. The results of the fifth hypothesis test indicate that the variable Physical Work Environment → Work Discipline obtained a p-value of $0.085 > 0.05$, therefore H3 is rejected, namely, Physical Work Environment has no effect on Work Discipline in Tanjung Selor District.

Table 11. Indirect Effect Test

Indirect Relationship	Path Coefficient (O)	Sample Mean (M)	Standard Deviation	T-Statistic	P-Value	Result
Transformational Leadership → Work Discipline → Employee Performance	0.582	0.639	0.247	2.361	0.018	Significant
Physical Work Environment → Work Discipline → Employee Performance	-0.048	-0.112	0.211	0.229	0.819	Not Significant

Source: Processed Primary Data, 2026

The results of the sixth hypothesis test indicate that the variables Transformational Leadership → Work Discipline → Employee Performance obtained a p-value of $0.018 > 0.05$, therefore H6 is accepted, namely that Transformational Leadership influences Employee Performance through Work Discipline. The results of the sixth hypothesis test indicate that the variables Physical Work Environment → Work Discipline → Employee Performance obtained a p-value of $0.819 > 0.05$, therefore H7 is rejected, namely that the Physical Work Environment does not influence Employee Performance through Work Discipline.

The Effect of Transformational Leadership on Employee Performance

The test results indicate that transformational leadership (X1) does not have a positive effect on employee performance (Y) in Tanjung Selor District. This is evidenced by data analysis using SmartPLS. The predetermined value of 0.5 yielded a p-value of 0.931, which means the first hypothesis is rejected. This indicates that employee performance improvement is not directly influenced by transformational leadership, meaning that transformational leadership does not directly improve employee performance. This phenomenon may occur because in an organization, employee performance is not solely influenced by leadership. Many other factors can influence employee performance, such as how work systems are implemented in the work environment and how administrative responsibilities are structured.

Employee performance is also determined by organizational targets, formal routines, and government-defined supervision. Theoretically, transformational leadership, according to Bass (1985) and Northouse (2018), should improve employee performance through motivation and work commitment. However, the results of this study do not align with this theory and previous research that found a positive and significant effect. However, they align with the results of Chairunnisa et al. (2025), who found that the effect of transformational leadership on performance was not always directly significant. However, this contrasts with the research of Putra & Simanjuntak (2024) and Bisma (2019), which found a significant effect. This difference in results may be due to the bureaucratic nature of public organizations, which means that the influence of leadership is not directly felt by employees.

Other factors, such as work discipline and the physical work environment, are more dominant in influencing performance. The implication of this finding is the need to improve the quality of transformational leadership through training, improving communication of the organizational vision, and providing motivation and individual attention to employees.

The Effect of the Physical Work Environment on Employee Performance

After analyzing the data using the SmartPLS application, the p-value obtained was 0.0003, which is smaller than the baseline value. This indicates that the physical work environment has a positive effect on employee performance, thus confirming the acceptance of the second hypothesis. A good physical work environment will certainly increase the productivity of employee performance in Tanjung Selor District, where the condition of the workspace, cleanliness, available work facilities and no less important is the availability of air ventilation that allows for good air exchange. Transformational leadership will be more effective if it is able to build motivation, commitment and change employee behavior. However, this influence is generally not direct, but rather through intervening variables such as work discipline or work motivation. A highly effective and efficient way to help employees perform their work is a conducive and comfortable work environment. A comfortable work environment can create a work environment that allows employees to optimally carry out their main tasks and functions. A good work environment, of course, fosters high levels of concentration in completing each task. This finding is relevant to empirical conditions in the field, which indicate limited facilities such as operational vehicles, computers, and other supporting equipment. These conditions directly impact employee work effectiveness.

Theoretically, these results align with the opinions of Sedarmayanti (2018) and Sunyoto (2012), who stated that the physical work environment influences work comfort and productivity. Furthermore, this study's findings are consistent with previous research, such as that of Suwandi & Indriani (2024) and Amir Syarifudin (2023), which demonstrated that the physical work environment positively impacts employee performance. The implications of

these findings are the need to improve work facilities, enhance infrastructure, and create a more conducive work environment to support employee performance. 3. The Effect of Work Discipline on Employee Performance. After analyzing the data using the SmartPLS application, the P-value was 0.000, which is less than 0.05. Therefore, the third hypothesis is accepted. Employee attitudes and behaviors in complying with regulations and carrying out their duties in accordance with applicable provisions constitute work discipline. Employees with high work discipline tend to be more responsible in carrying out their duties. Compliance with the organization, sincerity in completing assigned work, and punctuality at work reflect a high level of employee discipline. Disciplined employees are more able to work effectively and efficiently, thus impacting organizational performance. Therefore, based on the research results, work discipline is a crucial factor in improving employee performance in Tanjung Selor District.

This finding is supported by employee absence data, which shows a relatively high level of absenteeism. This condition indicates that work discipline still needs to be improved. Theoretically, these results align with Hasibuan's (2019) opinion, which states that work discipline is a crucial factor in improving employee performance. They also align with Bisma's (2019) and Putra & Simajuntak's (2024) assertions that work discipline significantly impacts performance. Furthermore, these findings align with various previous studies showing that work discipline significantly impacts performance. These findings imply the need for stricter enforcement of regulations, increased supervision, and consistent sanctions to improve employee discipline.

The Effect of Transformational Leadership on Work Discipline

After analyzing the data using the SmartPLS application, the results showed that employee work discipline has a positive influence on transformational leadership. The p-value was 0.002, which is less than 0.05, indicating that the fourth hypothesis is accepted. This clearly explains that leadership that provides aspirations, attention, motivation, and attention to employees can improve employee discipline in carrying out their main duties and functions, especially responsibility in completing assigned tasks. Theoretically, this aligns with Hasibuan's opinion, which states that leadership is a crucial factor in shaping work discipline. According to James MacGregor Burns, transformational leadership can change followers' values and behavior for the better, including discipline. This aligns with research by Monica & Sulaiman (2021) that found transformational leadership has a significant influence on work discipline. The implication of this finding is the importance of leaders in modeling disciplined behavior and creating an orderly and responsible work culture.

The Influence of the Physical Work Environment on Work Discipline

Based on the results of the SmartPLS application, the p-value is 0.085, which is greater than 0.05. Therefore, the results prove that the fifth hypothesis is rejected. The results of this study indicate that the physical work environment does not directly affect the level of employee discipline in Tanjung Selor District. In government organizations, employees tend to be governed by regulations that require sufficient skills and knowledge without requiring a favorable physical work environment. Conversely, an unsupportive work environment can reduce employee morale and discipline.

This study aligns with previous research. For example, Sedarmayanti's (2018) study showed that the physical work environment has a greater influence on comfort and performance but does not significantly affect work discipline. Furthermore, research by Sutrisno (2019) also found that work discipline is more influenced by motivation, leadership, and organizational

culture than by the physical condition of the work environment. Another study by Rivai (2015) confirmed that rule enforcement and sanction systems play a more dominant role in shaping employee work discipline. However, these findings do not imply that the physical work environment is unimportant. A good work environment remains essential to support overall work comfort and productivity (Sedarmayanti, 2018). However, in the context of work discipline, its influence is not as dominant as other, more psychological and managerial factors. The implication of these findings is that organizations should not only focus on improving the physical aspects of the work environment, but also strengthen their supervisory systems, leadership, and consistent rule enforcement. This way, employee discipline levels can be more effectively improved.

6. The Influence of Transformational Leadership on Employee Performance through Work Discipline

The results from the SmartPLS application indicate that transformational leadership influences employee performance through work discipline. This is indicated by a p-value of 0.18, which is less than 0.05, thus the sixth hypothesis is considered acceptable. Transformational leadership does not directly affect employee performance, but it can improve performance through improved employee work discipline. Leaders who can provide motivation in the form of encouragement to subordinates, consistently provide direction, and demonstrate good role models for employees will encourage employees to work with greater discipline. Therefore, it can be explained that high discipline will have a significant impact on improving employee performance in carrying out their daily duties and responsibilities. Therefore, work discipline plays a mediating role, bridging the relationship between transformational leadership and employee performance.

The Influence of the Physical Work Environment on Employee Performance through Work Discipline

Based on the results from the SmartPLS application. The work environment has no effect on employee performance through work discipline, as evidenced by a p-value of 0.819, which is greater than 0.05, thus rejecting the seventh hypothesis. These results indicate that work discipline is unable to act as a mediating variable in the relationship between the physical work environment and employee performance. Although the physical work environment has a direct effect on employee performance, this influence does not occur through increased work discipline.

Several previous studies have also shown that the physical work environment does not significantly influence work discipline or employee performance through specific mediating variables. Research conducted by Sedarmayanti (2011) stated that while the physical work environment plays a role in creating a comfortable workplace, it does not directly shape employee discipline, as discipline is more influenced by individual awareness and the organizational oversight system. This finding is supported by research by Hasibuan (2017), which explains that work discipline is largely determined by leadership factors, the firmness of rules, and the sanctions imposed, not solely by the physical work environment. Furthermore, empirical research conducted by several previous researchers also found that the influence of the physical work environment on employee performance tends to be insignificant when mediated by work discipline.

This indicates that the indirect effect through work discipline is weak, as work discipline is not strongly shaped by the physical environment. In several studies, the physical work environment has a more direct influence on job satisfaction than on work discipline, making it unable to act as a variable that strengthens performance through disciplinary mechanisms. The results of this study are also consistent with other empirical findings that show that variables such as work

motivation, leadership, and organizational culture have a more dominant influence on work discipline than the physical work environment. Therefore, even if the physical work environment is in good condition, it is not enough to improve employee work discipline if it is not supported by stronger psychological and managerial factors. Therefore, the results of this study strengthen the argument that the physical work environment is not a primary determinant in shaping work discipline as an intervening variable in improving employee performance.

Conclusion

Transformational leadership does not have a significant effect on employee performance. This indicates that the transformational leadership style implemented by leaders has not been able to directly improve employee performance in Tanjung Selor District. The physical work environment has a positive and significant effect on employee performance. This means that the better the physical work environment, such as work facilities, lighting, cleanliness, and comfort of the workspace, the higher employee performance will be. Work discipline has a positive and significant effect on employee performance. This indicates that employee discipline, such as punctuality, compliance with regulations, and responsibility at work, can improve employee performance. Transformational leadership has a positive and significant effect on employee work discipline. This indicates that leaders who can motivate, inspire, and set a good example can improve employee discipline. The physical work environment does not have a significant effect on employee work discipline. This indicates that the physical work environment does not directly influence employee discipline. Transformational leadership has a significant effect on employee performance through work discipline. This indicates that work discipline can mediate the relationship between transformational leadership and employee performance. The physical work environment does not influence employee performance through work discipline. This indicates that work discipline is unable to act as a mediating variable in the relationship between the physical work environment and employee performance.

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