

The effects of transformational leadership and work environment on employee work motivation at PT. Japfa Comfeed Indonesia

Ismail Ludin¹, Riski Wisnu Prakoso², Riki Haryono³, and Zackharia Rialmi⁴

Affiliation

^{1,2,3} Management Study Program, Pamulang University, Serang, Indonesia 42183

⁴ Faculty of Economics and Business, Universitas Pembangunan Nasional Veteran Jakarta, Jakarta, Indonesia 12450

Correspondence

¹dosen03394@unpam.ac.id

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Abstract

Employee work motivation is an important organizational factor that influences employees' willingness to exert effort, develop their abilities, and contribute to organizational goals. In the context of PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch, preliminary observations indicated issues related to employee motivation, transformational leadership, and work environment, highlighting the need to examine the relationships among these factors. This study aims to analyze the partial and simultaneous effects of transformational leadership and work environment on employee work motivation. A descriptive-verify research design was employed using multiple linear regression analysis. Data were collected through questionnaires from 74 employees selected using simple random sampling. The findings demonstrate that transformational leadership has a positive and significant effect on employee work motivation, with a regression coefficient of 0.358 and a significance value of 0.012. The work environment also has a positive and significant effect, with a regression coefficient of 1.007 and a significance value of 0.000. Simultaneously, transformational leadership and work environment significantly influence employee work motivation ($F = 168.670$; $p < 0.001$), explaining 82.6% of its variance. The work environment is the more dominant predictor, as indicated by its standardized beta coefficient of 0.758 compared with 0.191 for transformational leadership. These findings suggest that strengthening workplace conditions alongside transformational leadership practices is important for improving employee work motivation.

Keywords

Transformational Leadership, Work Environment, Employee Work Motivation, Human Resource Management, Employee Motivation, Organizational Leadership, PT. Japfa Comfeed.

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1 | INTRODUCTION

Human resources (HR) are a strategic asset that determines the success of an organization in achieving its set goals (Agustian et al., 2023). An organization's success is not only determined by the availability of capital, technology, and work systems, but also by the quality of the human resources managing them. HR acts as both the driver and controller of all organizational activities, making their presence a key factor in boosting a company's effectiveness and productivity. In an effort to achieve organizational goals, companies need to make sure that employees have the enthusiasm and willingness to work at their best. One important factor that boosts this work spirit is work motivation (Jonathan & Dewi, 2022; Sinambela, 2021). Work motivation is an internal or external drive that pushes someone to act, work, and strive to reach certain goals. Employees with high motivation tend to show a strong sense of responsibility, a drive to achieve, a willingness to develop themselves, and independence in completing their tasks (Liu et al., 2024; Sutrisno, 2019).

Work motivation is an important factor because companies not only need employees who have skills and abilities, but also employees who are willing to work to their fullest (Hajiali et al., 2022). High skills won't contribute optimally if they're not paired with strong work motivation. On the other hand, high motivation can drive employees to make the most of all their potential to achieve the organization's goals. Low work motivation can lead to various negative behaviors in the workplace, like low productivity, lateness, high absenteeism, lack of initiative, and poor quality of work (Eke, 2018). These conditions can eventually hinder the company's target achievement and reduce the organization's competitiveness.

PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch is a company operating in the agri-food sector with main business units in chicken breeding, poultry processing, and agricultural cultivation (Zalukhu et al., 2026). As a nationally scaled company employing around 284 people, PT. Japfa Comfeed Indonesia aims to be a leading and trusted provider of protein-rich food products in Indonesia. To achieve this vision, the company needs human resources with high work motivation to be able to contribute optimally to reaching the organization's goals. Based on the initial observation and interviews conducted by the researcher, there are indications of work motivation problems among employees at PT. Japfa Comfeed Indonesia, Purwakarta Branch. Some employees show behaviors such as arriving late, lacking enthusiasm at work, extending break times, delaying task completion, and being less eager when given new assignments (Anggraini, 2023). These conditions indicate that employee work motivation is not yet optimal.

The phenomenon of low work motivation is also seen from the employee absenteeism rate during 2025. Company data shows that absenteeism increased quite significantly in the second half of 2025. The highest absenteeism occurred in December with a total of 134 days or 19%, while in November 2025 it reached 83 days or 12%. This rise in absenteeism could disrupt the company's productivity and indicates a decline in employee work motivation (Saraiva & Nogueiro, 2025). Besides attendance data, the results of a pre-survey conducted on 20 employees also showed a low level of work motivation. The survey results indicated that most respondents didn't have a strong drive to succeed in their jobs, lacked a strong desire to improve their skills, were less independent in completing tasks, and didn't really enjoy challenges at work. the majority of respondents gave negative answers to the work motivation indicators presented (Ayalew et al., 2019).

Low employee work motivation is influenced by various factors. One factor often linked to work motivation is leadership style. Leaders play an important role in guiding, directing, and influencing employee behavior so they can work effectively. Good leadership can create work enthusiasm, boost commitment, and encourage employees to achieve higher performance (Mansoor et al., 2022). One leadership approach considered relevant for boosting work motivation is transformational leadership. Transformational leadership is a style that can inspire and motivate subordinates to go beyond personal interests to achieve organizational goals (Rizki et al., 2019). Transformational leaders strive to build a shared vision, provide inspiration, encourage innovation, and pay attention to the developmental needs of individual employees.

Previous research shows that transformational leadership has a positive impact on employee work motivation. Leaders who can provide inspiration, support, and attention to their subordinates tend to be able to boost work spirit, organizational commitment, and employee job satisfaction (Njaramba, 2024). Although previous studies have generally reported a positive relationship between transformational leadership and employee work motivation, these findings have largely established the relationship at a general level and do not fully explain how the relationship operates in organizations with specific workplace conditions (Duggan et al., 2020). In particular, there remains a contextual issue concerning whether transformational leadership can effectively strengthen employee motivation when employees' perceptions of leadership practices are still relatively low. This issue is relevant to the present study because the preliminary survey at PT. Japfa Comfeed Indonesia Purwakarta Branch indicates that leaders have not been optimal in fostering new ideas, boosting employee work motivation, and paying attention to career development (Agussalim M, 2017).

Based on the results of a preliminary survey of 20 employees at PT. Japfa Comfeed Indonesia Purwakarta Branch, it was found that employees' perception of transformational leadership is still relatively low (Irianingtyas et al., 2022). Most respondents stated that leaders have not been optimal in fostering new ideas, boosting employee work motivation, and paying attention to career development. These results show that the implementation of transformational leadership still needs to be improved to have a greater impact on employee work motivation. Besides leadership factors, the work environment is also an important factor that affects work motivation. The work environment includes all physical and non-physical conditions around employees that can impact how work is carried out. A comfortable, safe, and supportive work environment can boost work spirit, while a less supportive environment can lower motivation and employee productivity (Leitão et al., 2019). The physical work environment includes work facilities, lighting, room temperature, cleanliness, safety, and various other physical conditions that support work activities. Meanwhile, the non-physical work environment relates to relationships between colleagues, relationships with supervisors, organizational communication, and the overall work atmosphere in the company.

A preliminary survey on the work environment at PT. Japfa Comfeed Indonesia, Purwakarta Branch, showed that most respondents rated the work environment poorly (Yeta et al., 2020). Some indicators that received low ratings include the completeness of work facilities, comfort of work equipment, and the air temperature conditions in the workplace. Although employee relationships were considered fairly good, the work environment is still perceived as not fully supporting employee comfort and productivity. Various previous studies also show that the work environment is closely related to work motivation. A comfortable and conducive work environment can create a sense of security, increase job satisfaction, and encourage employees to work more productively. On the other hand, a less supportive work environment can cause work stress, decrease morale, and negatively affect employee motivation. Nevertheless, previous findings regarding the work environment and employee motivation also leave an unresolved contextual issue. While previous studies indicate that a supportive work environment can increase motivation, they do not necessarily explain which aspects of the work environment become more relevant when employees simultaneously experience limitations in workplace facilities and physical working conditions (Zamani & Gum, 2019). The preliminary findings at PT. Japfa Comfeed Indonesia, Purwakarta Branch, show that the completeness of work facilities, comfort of work equipment, and air temperature received relatively low assessments, indicating that the relationship between the work environment and employee motivation needs to be examined within this particular organizational context.

More importantly, the existing literature provides evidence regarding the individual relationship of transformational leadership and work environment with employee motivation, but the specific combination of these two factors within PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch has not been addressed in the present study context. This creates a contextual research gap: the general relationship between the variables is already established, but it remains necessary to determine whether and to what extent transformational

leadership and the work environment jointly influence employee motivation in an organization where empirical indications of low motivation, less-than-optimal transformational leadership, and unfavorable work-environment conditions have been identified (Nurhuda et al., 2019; Rigby & Ryan, 2018). Based on the phenomena happening at PT. Japfa Comfeed Indonesia, Tbk Purwakarta branch, there seem to be signs of low work motivation, shown through increased absenteeism, low pre-survey results on work motivation, and ongoing issues with transformational leadership and the work environment. This situation indicates a need for further study on the factors that influence employee work motivation.

This study advances existing research by moving beyond a general examination of the relationship between transformational leadership, work environment, and employee motivation to provide contextual empirical evidence from PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch, where organizational challenges, including increasing absenteeism, low employee motivation, suboptimal perceptions of transformational leadership, and unfavorable evaluations of several work-environment indicators, are empirically evident. The novelty of this study lies in its investigation of these relationships within a specific organizational context while simultaneously assessing the partial and joint effects of transformational leadership and the work environment to identify their relative contribution to employee work motivation. By doing so, this study contributes to the development of human resource management literature through context-specific evidence that enriches previous findings and offers a more nuanced understanding of how organizational leadership and workplace conditions shape employee motivation. Practically, the findings are expected to provide strategic insights for PT. Japfa Comfeed Indonesia, Tbk in prioritizing organizational interventions and formulating evidence-based policies to strengthen employee motivation and support the achievement of organizational goals.

2 | LITERATURE REVIEW

2.1 | Transformational Leadership

Transformational leadership is a leadership style that can inspire and motivate subordinates to achieve organizational goals beyond personal interests. Transformational leadership is a process where leaders and followers mutually raise each other's motivation and morality to a higher level (Bass & Riggio, 2020). Transformational leaders encourage positive change through a clear vision, ideal influence, inspirational motivation, intellectual stimulation, and individualized attention to subordinates (Bass & Avolio, 1990).

Transformational leadership is a leader's ability to influence followers to embrace change, commit to the organization's vision, and be willing to put in extra effort to achieve common goals (Radiyah & Utomo, 2025). Transformational leaders not only focus on reaching targets but also on developing the potential, creativity, and abilities of their subordinates so they can grow optimally (Purwanto & Suadi, 2024). Meanwhile, Robbins & Coulter (2016) define transformational leadership as leadership that can change followers' awareness of the importance of work outcomes, encourage them to prioritize organizational interests, and activate higher-level needs such as recognition and self-actualization. Thus, transformational leadership plays an important role in boosting motivation, commitment, job satisfaction, and employee performance (Lorena & Bilawal, 2022).

In practice, transactional leadership can involve values, but these values are relevant to the exchange process, such as honesty, fairness, responsibility, and reciprocity (Al-Dossary, 2022). For example, political leaders exchange jobs, subsidies, and profitable government contracts for votes and campaign contributions. Corporate leaders exchange salary and status for work effort. The theoretical mechanism underlying the relationship between transformational leadership and work motivation can be understood through the leader's ability to influence employees' perceptions, needs, and willingness to exert effort (Jensen & Bro, 2018). A transformational leader does not merely direct employees to complete assigned tasks but provides a clear vision, inspiration, intellectual stimulation, and individualized consideration. These leadership behaviors can encourage employees to understand the meaning of their work, develop their abilities, and perceive that their contribution is important to organizational goals. Consequently, employees may develop stronger responsibility, achievement orientation,

willingness to improve themselves, and independence in carrying out their work, which correspond to the dimensions of work motivation used in this study.

Sulhan (2023) explained that a leader can transform their subordinates through four dimensions consisting of: 1) Charismatic Leadership. This dimension has indicators, namely leaders who have charisma. 2) Inspirational Motivation. This dimension has indicators, namely leaders who have the ability to motivate and inspire. 3) Intellectual Stimulation. This dimension has indicators, namely leaders who have the ability to encourage intelligence. 4) Individualized Consideration. This dimension has indicators, namely leaders who provide consideration on an individual basis. These four dimensions provide a direct conceptual link between transformational leadership and employee work motivation (Vinh et al., 2022). Charismatic or idealized influence can strengthen employees' trust and willingness to follow organizational goals; inspirational motivation can stimulate enthusiasm and achievement; intellectual stimulation can encourage employees to develop skills and respond positively to challenges; while individualized consideration can support employees' developmental needs. Therefore, transformational leadership can be expected to create conditions that encourage employees to exert greater effort and develop stronger motivation toward their work.

Previous empirical evidence supports the positive relationship between transformational leadership and employee work motivation. Morkevičiūtė & Endriulaitienė (2020) found that perceived transformational leadership enhances both intrinsic and extrinsic work motivation, particularly when leaders articulate a clear vision, provide appropriate role models, foster collective goals, and stimulate employees intellectually. Similarly, Conchie (2013) demonstrated that transformational leadership is associated with employees' intrinsic motivation, highlighting the role of motivational processes through which leadership can influence employee attitudes and behaviour. More recent evidence from Indonesia also indicates that transformational leadership can positively influence intrinsic work motivation, which subsequently contributes to employee performance (Udin, 2024). These findings suggest that transformational leadership can strengthen employee motivation by providing inspiration, intellectual stimulation, support, and a meaningful sense of direction. However, the strength and manifestation of this relationship may vary across organizational contexts because employees' perceptions of leadership practices are shaped by their specific workplace conditions. This contextual dimension is particularly relevant to PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch, where preliminary survey findings indicate relatively low employee perceptions of leaders' ability to encourage new ideas, increase work motivation, and support career development. Examining transformational leadership in this organizational setting therefore provides an opportunity to assess whether the relationship established in previous research is also evident in a manufacturing context and to contribute context-specific empirical evidence on how transformational leadership influences employee work motivation.

2.2 | Working Environment

The work environment constitutes an important organizational factor that shapes employees' experiences, attitudes, and behavior in the workplace. It refers to the physical, social, and psychological conditions surrounding employees as they perform their daily tasks. A favorable work environment enables employees to work safely, comfortably, and effectively, whereas unfavorable workplace conditions may create physical discomfort, psychological strain, and interpersonal difficulties that interfere with work-related outcomes. Previous research has demonstrated that workplace conditions are associated with employee attitudes and performance, indicating that the environment in which employees work is an important component of organizational management (Fitria et al., 2023; Porter et al., 2023; Putri & Priansa, 2023). Thus, the work environment should not be conceptualized merely as the physical location where work occurs but as a multidimensional organizational context encompassing both material conditions and social relationships.



The work environment can generally be classified into physical and non-physical dimensions. The physical work environment includes workplace facilities, lighting, air circulation, temperature, cleanliness, equipment, and occupational safety, which may influence employees' physical comfort and their ability to perform their tasks effectively. Evidence suggests that physical workplace conditions can influence employees' experiences of work and their subsequent attitudes and behavior (Kanfer et al., 2017; Putri, 2022). In contrast, the non-physical work environment concerns the social and relational conditions within the organization, including relationships between supervisors and subordinates, relationships among coworkers, communication, cooperation, and interpersonal support. These relational conditions are important because employees continuously interact with supervisors and colleagues while performing their responsibilities, making social interaction an integral part of their workplace experience (Pauli & Dudek, 2025; Putri, 2022). Accordingly, both physical and non-physical conditions need to be considered when examining how the work environment influences employee motivation.

In the present study, the work environment is operationalized through six dimensions: (1) superior-subordinate relationships, referring to the quality of interactions and working relationships between employees and their supervisors; (2) employee working relationships, referring to the quality of cooperation and interaction among coworkers; (3) lighting, referring to the adequacy of illumination within the workplace; (4) cleanliness, referring to the cleanliness and maintenance of work areas; (5) air quality, referring to the adequacy of ventilation and air circulation; and (6) safety, referring to the extent to which employees perceive their workplace as secure and protected from work-related hazards. This conceptualization incorporates both social and physical characteristics of the workplace and is consistent with empirical research distinguishing physical and non-physical work environments when examining employee outcomes (Fitria et al., 2023; Putri & Priansa, 2023). The combination of these dimensions provides a comprehensive basis for assessing employees' perceptions of the conditions under which they perform their work.

The work environment can influence employee motivation through the conditions that employees experience during their daily work activities. From a motivational perspective, a supportive workplace can reduce unnecessary physical and psychological barriers, facilitate task accomplishment, and create conditions that encourage employees to invest greater effort in their work. A comfortable physical environment may reduce fatigue and discomfort, while positive relationships with supervisors and coworkers may strengthen employees' sense of support, belonging, and security. Conversely, inadequate facilities, uncomfortable temperatures, poor air circulation, insufficient lighting, unsafe conditions, and unfavorable interpersonal relationships may increase work-related difficulties and reduce employees' willingness to exert effort. Empirical evidence supports this proposition. Putri (2022) found that the non-physical work environment has a positive and significant relationship with employees' work motivation, suggesting that interpersonal and relational conditions can contribute to employees' motivational states. Pauli & Dudek (2025) similarly reported that physical and non-physical work environments significantly influence employee work motivation, demonstrating that both dimensions can contribute to employees' motivational conditions. These findings are consistent with broader evidence showing that work environment and work motivation are interconnected factors in explaining employee outcomes (Fitria et al., 2023; Putri & Priansa, 2023).

The importance of the physical environment is further supported by research examining specific workplace conditions. Putri (2022) demonstrated the relevance of physical work environment conditions in explaining employee-related outcomes, while Fitria (2023) examined the role of the physical work environment alongside work motivation in influencing employee performance. Although these studies primarily focus on performance rather than motivation as the dependent variable, their findings reinforce the argument that physical workplace conditions constitute an important organizational antecedent of employee attitudes and behavior. Similarly, research conducted in an industrial setting by Putri and Priansa (2023) highlights the importance of workplace conditions in understanding the relationship between work environment, motivation, and employee

performance. Such evidence suggests that the effects of the work environment may operate not only directly on employee outcomes but also through motivational mechanisms.

The non-physical dimension of the work environment is equally important because employees' experiences are shaped by the quality of their relationships and interactions at work. Positive relationships with supervisors can provide employees with guidance, recognition, and social support, whereas constructive relationships among coworkers can facilitate cooperation and reduce interpersonal barriers to task completion. Putri (2022) provides empirical evidence that the non-physical work environment is associated with work motivation, while Pauli & Dudek (2025) further demonstrate that non-physical workplace conditions contribute significantly to employee motivation when considered alongside physical environmental conditions. These findings indicate that work motivation cannot be understood solely as an individual psychological characteristic; rather, it may also emerge from employees' interaction with the organizational environment in which they work.

Nevertheless, the strength and manifestation of the relationship between the work environment and employee motivation may vary according to organizational characteristics, job demands, physical workplace conditions, and employees' perceptions of their work setting. For example, employees working in manufacturing environments may be particularly sensitive to factors such as temperature, air quality, equipment, workplace safety, and physical comfort, whereas relational factors may become more salient in determining employees' perceptions of organizational support and workplace quality. This contextual consideration is important because empirical findings obtained in one organizational setting cannot necessarily be generalized directly to another. Therefore, examining the relationship between the work environment and work motivation within a specific organizational context can provide additional evidence regarding which environmental conditions are most relevant to employee motivation.

This contextual dimension is particularly relevant to PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch, where preliminary findings indicate concerns regarding work facilities, equipment comfort, and air temperature. These conditions provide an empirical basis for examining whether employees' perceptions of their physical and non-physical work environment are associated with their motivation to perform their work. Accordingly, the present study contributes context-specific empirical evidence by examining the relationship between a multidimensional work environment and employee work motivation in a manufacturing organization. By incorporating both physical and relational dimensions, the study seeks to provide a more comprehensive understanding of how workplace conditions may contribute to employee motivation and to identify environmental aspects that may require greater organizational attention.

2.3 | Working Motivation

Motivation comes from the Latin word 'movere,' which means to move or drive. According to Terry in, motivation is the desire inside a person that pushes them to take action. Each person's motivation is definitely different from another's and can change a lot, so the way each person goes about reaching their goals also varies. Similarly, said that a person's motives often change because human desires always shift depending on their needs and interests. Work motivation is the willingness to put in a high level of effort toward organizational goals, which is conditioned by the ability of that effort to meet certain individual needs (Sedarmayanti, 2019). With the organization's efforts to meet individual needs, it is expected that work motivation will increase and the organization's goals can be achieved. Similarly, mentioned that work motivation is a process carried out to drive someone so that their behavior can be directed toward concrete efforts to achieve the goals that have been set.

Another concept of work motivation is a drive or enthusiasm that arises within a person to carry out an action or job to meet their needs, and a person's motivation differs from others, with its motives constantly changing over time according to their desires and needs (Edison, 2018). Work motivation is nothing other than something that generates drive or work enthusiasm. In short, work motivation is what drives work spirit. This

something can come from within a person or from outside of them. Someone's work motivation will be seen in several dimensions that will be used as measurement instruments. Several dimensions of a person's work motivation are explained as follows: 1) Responsibility in doing work, which has indicators such as hard work and responsibility. 2) Achievements attained, with indicators like the drive to succeed and feedback. 3) Self-development, with indicators such as skills improvement and the drive to progress. 4) Independence in action, with indicators like being independent at work and enjoying challenges (Handoko, 2014).

2.4 | Synthesis and Hypothesis Development

The preceding literature suggests that transformational leadership and the work environment represent two complementary organizational factors that can shape employee work motivation through distinct but interconnected mechanisms. Transformational leadership primarily operates through leaders' behaviors and interpersonal influence, whereas the work environment operates through the physical, social, and relational conditions experienced by employees in carrying out their work. From a motivational perspective, both factors can influence employees' willingness to exert effort, accept responsibility, pursue achievement, develop their capabilities, and perform their tasks independently. Transformational leadership may strengthen motivation by communicating an inspiring vision, providing intellectual stimulation, encouraging employees to challenge existing practices, and responding to individual developmental needs. Such leadership behaviors can increase the perceived meaning and value of work and encourage employees to invest greater effort in achieving organizational objectives (Kanfer et al., 2017; Morkevičiūtė & Endriulaitienė, 2020). Empirical evidence further indicates that transformational leadership is positively associated with employees' intrinsic and extrinsic motivation, suggesting that leaders can influence motivation by shaping employees' perceptions, goals, and willingness to engage in their work.

The work environment provides a complementary motivational context. Whereas transformational leadership influences employees through the behavior of leaders, the work environment determines the conditions under which employees translate their willingness to work into actual effort. A supportive physical environment can reduce discomfort and work-related barriers, while positive relationships with supervisors and coworkers can provide social support, security, and a sense of belonging. Conversely, inadequate facilities, uncomfortable physical conditions, poor air quality, insufficient lighting, safety concerns, or unfavorable workplace relationships may constrain employees' ability and willingness to sustain their work effort. This perspective is consistent with research emphasizing that work motivation is embedded within the broader context of work design and organizational conditions (Kanfer et al., 2017). Empirical studies also indicate that supportive work environments are associated with higher levels of employee motivation, particularly when employees perceive both their physical and social workplace conditions positively (Putri, 2022; Pauli & Dudek, 2025). Thus, the work environment can be understood not simply as a background condition but as a contextual factor that may facilitate or constrain employees' motivational responses.

The two organizational factors may therefore operate through different pathways while contributing to the same motivational outcome. Transformational leadership provides direction, meaning, encouragement, and developmental support, whereas the work environment provides the physical and social conditions necessary for employees to perform their responsibilities effectively. A leader may encourage employees to develop new ideas and pursue higher levels of achievement, but the translation of such encouragement into sustained effort may be constrained when employees face uncomfortable or inadequate workplace conditions. Conversely, a favorable work environment may provide employees with the necessary conditions to perform their tasks but may not, by itself, provide sufficient direction, inspiration, or developmental stimulation. Considering these complementary mechanisms, examining transformational leadership and the work environment simultaneously provides a more comprehensive explanation of employee work motivation than examining either factor independently.

Previous empirical evidence provides support for both proposed relationships. Studies examining transformational leadership have consistently reported positive associations between transformational leadership behaviors and employee motivation, particularly through mechanisms involving inspiration, intellectual stimulation, individual consideration, and the internalization of organizational goals (Conchie, 2013; Morkevičiūtė & Endriulaitienė, 2020; Udin, 2024). Similarly, research on the work environment indicates that physical and non-physical workplace conditions can contribute to employee motivation by shaping employees' comfort, social support, and perceptions of their working conditions (Putri, 2022; Pauli & Dudek, 2025). However, much of the existing evidence has been generated in different organizational and institutional settings. Consequently, the extent to which these relationships are reflected in a manufacturing organization such as PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch remains an empirical question. This contextual gap is particularly relevant given the preliminary findings indicating concerns regarding employee motivation, employees' perceptions of transformational leadership, and aspects of the work environment, including facilities, equipment comfort, and air temperature.

Accordingly, the present study seeks to extend previous research by examining transformational leadership and the work environment within the same empirical model and by assessing their respective contributions to employee work motivation in a manufacturing context. The study is expected to provide context-specific evidence regarding whether leadership practices and workplace conditions independently contribute to employee motivation and whether their combined presence provides a stronger explanation of motivational outcomes. Based on the theoretical arguments and empirical evidence discussed above, transformational leadership is expected to have a positive effect on employee work motivation because leadership behaviors characterized by inspiration, intellectual stimulation, idealized influence, and individualized consideration can strengthen employees' willingness to exert effort and pursue organizational objectives. Therefore, the first hypothesis is formulated as follows:

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

The work environment is likewise expected to influence employee work motivation. A favorable physical and non-physical work environment can provide employees with comfort, safety, interpersonal support, and adequate conditions for performing their responsibilities, thereby facilitating their willingness to invest effort in their work. In contrast, unfavorable workplace conditions may create physical and psychological barriers that constrain employees' motivational responses. Previous empirical evidence supporting the relationship between workplace conditions and employee motivation provides a basis for expecting a positive association in the present study (Putri, 2022; Pauli & Dudek, 2025). Given the contextual conditions observed at PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch, examining this relationship may also reveal which organizational conditions are particularly relevant to employee motivation. Therefore, the second hypothesis is formulated as follows:

H2: The work environment has a positive and significant effect on employee work motivation.

Because transformational leadership and the work environment represent complementary organizational conditions, their effects may also be considered simultaneously. Transformational leadership can provide employees with direction, inspiration, and developmental encouragement, while a supportive work environment can provide the physical and social conditions required to translate these motivational influences into sustained work effort. Examining the two factors simultaneously therefore allows the study to assess their collective contribution to employee work motivation rather than treating them as isolated organizational determinants. This approach is particularly relevant to the organizational context of PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch, where motivational challenges may arise from the interaction between leadership practices and workplace conditions. Accordingly, the third hypothesis is formulated as follows:

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

3 | METHODS

3.1 | Design

Research methods are scientific ways to obtain data with certain goals and uses. The descriptive-verificative method is the method used in this study through multiple linear regression tests. This technique tests data through validity, reliability, normality, and linearity. Then, hypothesis testing is done through partial tests and simultaneous tests (Hair et al., 2021).

Multiple linear regression is used because this study examines the influence of two independent variables, namely transformational leadership and work environment, on one dependent variable, namely employee work motivation. This analysis allows the study to examine the effect of each independent variable on employee work motivation and the effect of both independent variables simultaneously.

3.2 | Sample

A sample is a portion of the total characteristics possessed by the population (Rafiola et al., 2020). In this study, not the entire population will be researched, but a sample will also be used. The sample is very important for conducting observations or research because it makes it easier to collect survey results. A sample is a portion taken from the total population that can represent the whole. The category of sampling used is probability sampling, and the sampling technique applied is simple random sampling. The number of samples in this study is 74 employees of PT. Japfa Comfeed Purwakarta Branch.

3.3 | Questionnaire Development and Measurement

The data were collected using a questionnaire designed based on established dimensions and indicators from previous literature. The questionnaire was used to measure three variables, namely transformational leadership, work environment, and employee work motivation. The measurement items were formulated based on the dimensions and indicators described in the literature review and were applied to the context of employees at PT. Japfa Comfeed Purwakarta Branch.

Transformational leadership was measured using four dimensions proposed by Bass, namely charismatic leadership, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions were represented by four questionnaire items, namely X1.1 to X1.4. Work environment was measured based on the dimensions proposed, consisting of superior-subordinate relationship, employee working relationships, lighting, cleanliness, air quality, and safety. These dimensions were represented by six questionnaire items, namely X2.1 to X2.6. Employee work motivation was measured based on the dimensions proposed, consisting of responsibility in doing work, achievements attained, self-development, and independence in action. These dimensions were represented by six questionnaire items, namely Y1.1 to Y1.6.

Before further analysis, the questionnaire was tested for validity and reliability. The validity test was conducted to determine whether the questionnaire items were able to measure the intended variables, while the reliability test was conducted to determine the consistency of the measurement items. The validity test showed that all questionnaire items were valid. The correlation coefficients for the transformational leadership items ranged from 0.893 to 0.951, while those for the work environment items ranged from 0.865 to 0.934. The employee work motivation items also met the validity criteria. All correlation coefficients exceeded the critical value of 0.232. The reliability test produced Cronbach's Alpha values of 0.913 for transformational leadership, 0.952 for work environment, and 0.973 for employee work motivation. These results indicate that the questionnaire demonstrated good internal consistency.

4 | RESULTS AND DISCUSSION

4.1 | Results

Table 1 shows the results of the questionnaire validity test for transformational leadership, work environment, and employee work motivation. All questionnaire items have correlation coefficients exceeding the critical r-value of 0.232. The correlation coefficients for transformational leadership range from 0.893 to 0.951, while those for the work environment range from 0.865 to 0.934. Similarly, the employee work motivation items demonstrate correlation coefficients ranging from 0.865 to 0.934. Because all item-level correlation coefficients exceed the critical value, all questionnaire items satisfy the required validity criterion and are therefore retained for subsequent analysis.

The validity results indicate that each questionnaire item has a sufficiently strong empirical relationship with its corresponding construct. These findings suggest that the items adequately represent the dimensions used to measure transformational leadership, work environment, and employee work motivation. Therefore, the measurement items are considered appropriate for subsequent statistical analysis.

Table 2 shows the results of the reliability test based on Cronbach's Alpha. The reliability assessment indicates that the Cronbach's Alpha coefficients for the research variables exceed the commonly applied threshold of 0.70. This result demonstrates that the items within each construct have adequate internal consistency. Accordingly, the measurement instruments for transformational leadership, work environment, and employee work motivation can be considered reliable and suitable for further statistical analysis.

Table 1. Result of validity test.

Variables	Item	Correlation	Result
Transformational Leadership (X1)	X _{1.1}	0,951	Valid
	X _{1.2}	0,932	Valid
	X _{1.3}	0,921	Valid
	X _{1.4}	0,893	Valid
Work Environment (X2)	X _{2.1}	0,934	Valid
	X _{2.2}	0,865	Valid
	X _{2.3}	0,919	Valid
	X _{2.4}	0,932	Valid
	X _{2.5}	0,918	Valid
	X _{2.6}	0,934	Valid
Motivation (Y)	Y _{1.1}	0,934	Valid
	Y _{1.2}	0,865	Valid
	Y _{1.3}	0,919	Valid
	Y _{1.4}	0,932	Valid
	Y _{1.5}	0,918	Valid
	Y _{1.6}	0,934	Valid

Source: Data processed through SPSS version 26 (2026)

Table 2. Result of reliability test.

Variables	r Alpha	Result
Transformational Leadership (X ₁)	0,913	Reliable
Work environment (X ₂)	0,952	Reliable
Motivation (Y)	0,973	Reliable

Source: Data processed through SPSS version 26 (2026)

The combined results of the validity and reliability tests demonstrate that the research instrument satisfies the basic measurement requirements. The validity results confirm that the individual items adequately correspond to their respective constructs, while the reliability results indicate satisfactory internal consistency among the items. These findings provide a basis for proceeding to the regression analysis.

Table 3 shows the results of the multiple linear regression analysis examining the effects of transformational leadership and work environment on employee work motivation. Based on the unstandardized regression coefficients, the estimated regression equation is:

$$Y = 3.613 + 0.358X_1 + 1.007X_2 + \varepsilon (1)$$

where Y represents employee work motivation, X₁ represents transformational leadership, X₂ represents work environment, and ε represents the error term.

The constant of 3.613 represents the predicted value of employee work motivation when transformational leadership and work environment are assigned a value of zero. The constant should therefore be interpreted as the intercept or baseline value of the regression model rather than as an effect attributable to either independent variable. Table 3 shows that transformational leadership has a positive unstandardized regression coefficient of 0.358, with a standardized beta coefficient of 0.191 and a significance value of 0.012. Because the significance value is below 0.05, transformational leadership has a statistically significant positive effect on employee work motivation. Holding the work environment constant, a one-unit increase in transformational leadership is associated with an estimated 0.358-unit increase in employee work motivation. The positive coefficient indicates that improvements in transformational leadership are associated with higher levels of employee motivation.

Table 3. Coefficients.

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.613	1.611		2.243	.028
	Transformational Leadership	.358	.138	.191	2.592	.012
	Work environment	1.007	.098	.758	10.274	.000

Source: Data processed through SPSS version 26 (2026)

The standardized beta coefficient of 0.191 indicates the relative contribution of transformational leadership after the variables have been placed on a common standardized scale. Compared with the work environment, transformational leadership demonstrates a smaller standardized coefficient, suggesting a relatively weaker contribution to employee work motivation within the estimated model.

Table 3 further shows that the work environment has a positive unstandardized regression coefficient of 1.007, with a standardized beta coefficient of 0.758 and a significance value of 0.000. Because the significance value is below the 0.05 threshold, the work environment has a statistically significant positive effect on employee work motivation. Holding transformational leadership constant, a one-unit increase in the work environment score is associated with an estimated 1.007-unit increase in employee work motivation. The standardized beta coefficient of 0.758 is substantially larger than the coefficient for transformational leadership ($\beta = 0.191$). Table 3 therefore indicates that the work environment is the more dominant predictor of employee work motivation in the estimated regression model. This finding suggests that the physical and non-physical conditions experienced by employees in their daily work may play a particularly important role in sustaining and strengthening employee motivation.

Table 4 shows the results of the simultaneous significance test (F-test) for the regression model. The regression model produces an F-value of 168.670 with a significance value of 0.000. Because the significance value is below the 0.05 threshold, the null hypothesis that transformational leadership and work environment jointly have no statistically significant effect on employee work motivation is rejected. Thus, transformational leadership and work environment simultaneously have a statistically significant effect on employee work motivation.

Table 4. Result of simultaneous test.

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	3136.686	2	370.550	168.670	.000 ^b
	Residual	660.179	71	9.298		
	<i>Total</i>	3796.865	73			

Source: Data processed through SPSS version 26 (2026)

The significant F-test demonstrates that the regression model as a whole provides statistically significant explanatory power for employee work motivation. More importantly, the finding indicates that employee motivation is not adequately understood by considering transformational leadership or the work environment in isolation. Rather, leadership practices and workplace conditions jointly constitute relevant organizational factors associated with employee work motivation.

Table 5 shows the model summary and the coefficient of determination for the regression model. The model produces an R^2 value of 0.826, indicating that transformational leadership and work environment jointly explain 82.6% of the variance in employee work motivation in the sample. The remaining 17.4% represents variance associated with other factors not included in the present regression model, as well as unexplained variation and random error.

Table 5. Model summary and coefficient of determination.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	.826	.821	3.04931

Source: Data processed through SPSS version 26 (2026)

The relatively high R^2 value indicates that the two independent variables provide substantial explanatory power for employee work motivation within the organizational context examined in this study. However, the R^2 value should be interpreted as the proportion of variance explained by the predictors in the estimated model rather than as a causal “percentage of influence.” The result therefore suggests that transformational leadership and work environment together provide a strong statistical explanation of differences in employee work motivation among the employees included in the study.

4.2 | Discussion

The Influence of Transformational Leadership on Employee Work Motivation at PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch

The transformational leadership variable has a calculated t value of 2.592. Compared to the t-table value obtained from $\alpha = 5\% = 0.05$ with degrees of freedom (df) $n-k$ or $74-3 = 71$, the t-table value is 1.666. So, the calculated t is greater than the t-table ($2.592 > 1.666$). It can also be seen that the calculated significance value is smaller than the standard significance level of 0.05, or $0.012 < 0.05$, so H_0 is rejected and H_a is accepted. Therefore, it can be

concluded that the transformational leadership variable has a significant effect on the work motivation of employees at PT. Japfa Comfeed Indonesia, Tbk, Purwakarta branch.

A leader has a lot of roles in managing employees within a company. A leader is not only expected to carry out managerial tasks like planning, organizing, directing, and supervising but also must be able to change individual work behavior and boost employee motivation. With a transformational leadership style that has a clear vision, charisma, motivation, and can encourage the intelligence of each team, it will drive a strong spirit in tackling all work challenges. This shows that transformational leadership can influence employee motivation through the way leaders provide direction, motivation, encouragement, and support to employees in carrying out their work.

This finding can also be understood from the dimensions of transformational leadership used in this study, namely charismatic leadership, inspirational motivation, intellectual stimulation, and individualized consideration. These aspects allow leaders not only to direct employees in completing their tasks but also to encourage employees to develop their abilities and respond to work challenges. Thus, transformational leadership has organizational meaning because leadership practices can create encouragement for employees to perform their work with greater motivation.

Similarly, the study showed that transformational leadership style significantly affects the work motivation of millennial employees by 44% (Porter et al., 2023). In addition, this research is also similar to the study conducted, which found that transformational leadership style has a significant impact on employee motivation at BNI Main Branch Daan Mogot (Muhsin et al., 2017). The consistency of these findings indicates that transformational leadership can play an important role in increasing employee work motivation in different organizational contexts.

For management, these findings imply that transformational leadership should be strengthened not only through managerial direction but also through the ability of leaders to provide motivation, communicate organizational goals, encourage employees' abilities, and provide support in facing work challenges. Leadership practices that emphasize these aspects can help create conditions that support employee motivation. Therefore, leadership development can be directed toward strengthening communication, motivation, employee development, and the ability of leaders to provide appropriate support to employees.

The Influence of the Work Environment on Employee Work Motivation at PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch

The calculated t-value for sales promotion is 10.274. When compared to the t-table value obtained from $\alpha = 5\% = 0.05$ with degrees of freedom (df) $n-k$ or $74-3 = 71$, the t-table value is 1.666. So the calculated t-value is much higher than the t-table value ($10.274 > 1.666$). It can also be seen that the calculated significance value is smaller than the standard significance value of 0.05 (5%) ($0.000 < 0.05$). Therefore, it can also be concluded that the work environment variable has a significant effect on employee motivation at PT. Japfa Comfeed Indonesia, Tbk Purwakarta branch.

The work environment includes all elements that are involved and come into contact, either physically or non-physically, with employees' work activities in the company. The work environment at PT. Japfa Comfeed Indonesia, Tbk can be seen from several aspects, such as the physical conditions like the workspace, lighting, air circulation, and work safety levels. It can also be seen from how work relationships between employees and their supervisors or among coworkers are. Employee motivation can increase if the work environment strongly supports the company's business activities.

The influence of the work environment on employee motivation can be explained by the conditions experienced by employees during their daily work activities. A supportive physical environment can help

employees carry out their responsibilities, while good relationships between employees, supervisors, and coworkers can provide support in completing work. Therefore, the work environment is not only related to physical facilities but also to the social conditions experienced by employees. These conditions can encourage employees to maintain their motivation in carrying out their work.

This study also has the same findings as the research conducted, where the work environment at the Department of Highways and Construction Development of Lampung Province can significantly boost employee work motivation. Similarly, the research conducted by Christian (2019) found that both physical and non-physical work environments have a significant impact on work motivation at PT. BPR Prisma Dana Manado.

Organizational managers, these findings indicate that improving employee motivation should also be accompanied by attention to the work environment. Managers can pay attention to the physical conditions of the workplace, including workspace, lighting, air circulation, cleanliness, and work safety, as well as the relationships between supervisors and employees and among coworkers. Improving these aspects can create a more supportive work environment and help employees maintain their motivation in performing their responsibilities.

The results show that transformational leadership and work environment both have significant effects on employee work motivation. The findings indicate that employee motivation can be supported through leadership practices that provide direction, motivation, and encouragement, as well as through a work environment that supports employees' physical and non-physical needs (Yuana et al., 2025). Therefore, employee management at PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch should pay attention to both leadership practices and workplace conditions in efforts to maintain and improve employee work motivation.

The Influence of Transformational Leadership and Work Environment on Employee Work Motivation at PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch

The variables of transformational leadership and work environment have an F value greater than the F table value ($168.670 > 3.125$), and the calculated significance value is smaller than the standard significance ($0.000 < 0.05$). From this analysis, it can be concluded that, simultaneously, there is a significant influence of transformational leadership and work environment on the work motivation of employees at PT. Japfa Comfeed Indonesia, Tbk Purwakarta branch.

Transformational leadership and the work environment are really important aspects in a company. Every employee definitely needs the best leader who can support their work. Leadership that can turn an unproductive organization into a more productive one and boost motivation can be shown through charisma, the ability to motivate, and personal skills to solve individual employee problems. The same goes for the work environment, where employees can feel comfortable and safe at work and feel that their work is valued by their managers.

This research has the same results as a previous study conducted by (Nurhuda et al., 2020), who researched the effect of transformational leadership on work motivation and employee performance. The results showed that transformational leadership and the work environment both have a positive and significant impact on employee performance. Overall, how leaders manage and create a comfortable work environment for employees really boosts their motivation at the company.

This study has limitations that should be considered when interpreting the findings. First, the study involved a relatively small sample of 74 employees (Carter et al., 2018). Second, the research was conducted at only one company, namely PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch. These limitations may affect the generalizability of the findings, as the results may reflect the specific organizational conditions and characteristics of the employees in the research setting. Therefore, the findings should be interpreted with caution when being applied to other companies or organizational contexts. Future research involving larger samples and multiple



companies or organizational settings may provide broader evidence regarding the influence of transformational leadership and work environment on employee work motivation.

5 | CONCLUSION

This study demonstrates that transformational leadership and the work environment are significant organizational factors associated with employee work motivation at PT. Japfa Comfeed Indonesia, Tbk Purwakarta Branch. Transformational leadership has a positive and significant effect on employee work motivation, indicating that leadership practices characterized by inspiration, intellectual stimulation, and individualized consideration can contribute to stronger employee motivation. The work environment also has a positive and significant effect on employee work motivation and demonstrates a substantially stronger relative contribution than transformational leadership. Furthermore, the simultaneous test confirms that transformational leadership and the work environment jointly provide a significant explanation of employee work motivation. These findings contribute to the human resource management literature by demonstrating the complementary role of leadership practices and workplace conditions in shaping employee motivation within a manufacturing context. From a managerial perspective, the findings suggest that the company should strengthen transformational leadership through effective communication, employee development, intellectual stimulation, and individualized support, while simultaneously improving physical and non-physical workplace conditions. Given the stronger relative contribution of the work environment, particular attention should be directed toward workplace facilities, equipment comfort, air quality and temperature, safety, and interpersonal relationships.

This study has several limitations. First, the analysis is based on a relatively small sample of 74 employees from a single organizational setting, which limits the generalizability of the findings to other companies, industries, and geographical contexts. Second, the cross-sectional design limits the ability to establish temporal relationships between the variables. Third, the study examines only transformational leadership and the work environment as explanatory variables, although employee work motivation may also be influenced by other organizational and individual factors. Future research should therefore employ larger and more diverse samples across multiple organizations and industries, and, where feasible, adopt longitudinal or mixed-method designs to provide stronger evidence regarding the development of employee motivation over time. Future studies may also incorporate additional variables, such as organizational support, job satisfaction, compensation, job design, or employee engagement, to develop a more comprehensive explanation of the determinants of employee work motivation.

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Disclosure Statement

The authors declare no conflicts of interest related to this study. The authors have no financial or commercial relationship with PT. Japfa Comfeed Indonesia, Tbk. that could have influenced the research.

Data Availability Statement

The data were collected through questionnaires from employees of PT. Japfa Comfeed Indonesia, Tbk. The data are available from the corresponding author upon reasonable request, subject to participant confidentiality and organizational restrictions.

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