The Influence of Physical Work Environment and Transformational Leadership Style on Employee Performance at The Agriculture, Food and Fisheries Office of Pariaman City

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Abstract

This study aims to find out and analyze the conditions of the physical work environment and transformational leadership style in the Agriculture, Food and Fisheries Office of Pariaman City. Furthermore, to analyze the influence of the physical work environment on employee performance and the influence of transformational leadership style on the performance of employees of the Agriculture, Food and Fisheries Service of Pariaman City. This study uses descriptive and quantitative methods. The population in this study is 115 ASN employees at the Agriculture, Food and Fisheries Service of Pariaman City with a sample of 100 employees. The data analysis technique used is Structural Equation Modeling Partial Least Square (SEM-PLS). The results of the study show that the physical work environment has a positive and significant influence on employee performance and transformational leadership style has a positive and significant influence on employee performance. This result is a concern for organizations to be able to create a conducive physical work environment and a good leadership style in order to improve employee performance in the organization.

Keywords: physical work environment, transformational leadership style, employee performance, descriptive, quantitative, SEM-PLS

INTRODUCTION

The performance of employees or employees of a company or organization greatly affects the success of the company or organization in achieving its goals. In order to achieve optimal, effective and efficient performance, companies and organizations will carry out various strategies and steps to optimize various factors that affect the performance of their employees. This is as conveyed which states that one of the factors that determine the progress of business and organization is the ability of the company or organization in managing the performance of its employees because if the organization can manage employee performance brilliantly, it will lead an organization to a path that spreads glory, on the contrary, if employee performance management is carried out falsely, it will bring the organization to the brink of misfortune. Then concluding that performance refers to the results that can be achieved based on the organization's goals,

implemented legally, complying with the law and in accordance with the moral standards and responsibilities given. Enny (2019) and Farida et al. (2024) explain several factors that affect employee performance including abilities and expertise, knowledge development, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, compensation, promotion, and work discipline.(Huseno, 2016)Diamantidis & Chatzoglou (2019)

Several studies prove that both physical and non-physical work environments have a significant influence on the performance of an organization's employees such as research from Diamantidis & Chatzoglou (2019), Hurricanes (2020), Pramestiara & Princess (2022), and research. Princess & Priansa (2023)The results of other studies show that the work environment and management support have the strongest impact (direct and indirect) on job performance, while adaptability and intrinsic motivation directly affect job performance. (Chua et al., 2018)

In addition to a conducive work environment, leadership style also has an important role in influencing employee performance in an organization or company. According to leadership style, motivation and work discipline have a positive and significant influence on employee performance where the leadership factor is the most dominant factor. Arta et al. (2023)Latifah et al. (2024) In his research, it was found that leadership style and organizational commitment have a positive effect on performance. Furthermore, the results of the study Sürücü et al. (2022) show that transformational leadership style has a significant positive influence on performance. However, research Ewaldy et al. (2022) shows that there is no significant partial influence of leadership style on employee performance.

The purpose of this study is to find out and analyze the physical work environment, transformational leadership style, and employee performance at the Agriculture, Food and Fisheries Office of Pariaman City. Then also to find out. Furthermore, it is also to find out and analyze the influence of the physical work environment and transformational leadership style on the performance of employees at the Agriculture, Food and Fisheries Service of Pariaman City.

METHOD

This study uses descriptive and quantitative methods. Based on the purpose of this study, it is known that in this study three variables are used, namely two independent variables (X) and one bound variable (Y). The independent variables used were physical work environment (X1) and transformational leadership style (X2) and the bound variable was performance (Y). The population determined in this study is all employees with ASN status (Civil Servants/Civil Servants and Government Employees with Employment Agreements/PPPK) at the Agriculture, Food and Fisheries Office of Pariaman City, West Sumatra Province. The total population in this study is 115 people consisting of 102 civil servants and 13 PPPK people. As for this study, the researcher will distribute a questionnaire to 100 respondents. This study uses SEM-PLS data analysis techniques with SmartPLS software version 3. *Structural Equation Modeling Partial Least Square* (SEM-PLS) is a data analysis method that can be used to measure the relationships between variables simultaneously.
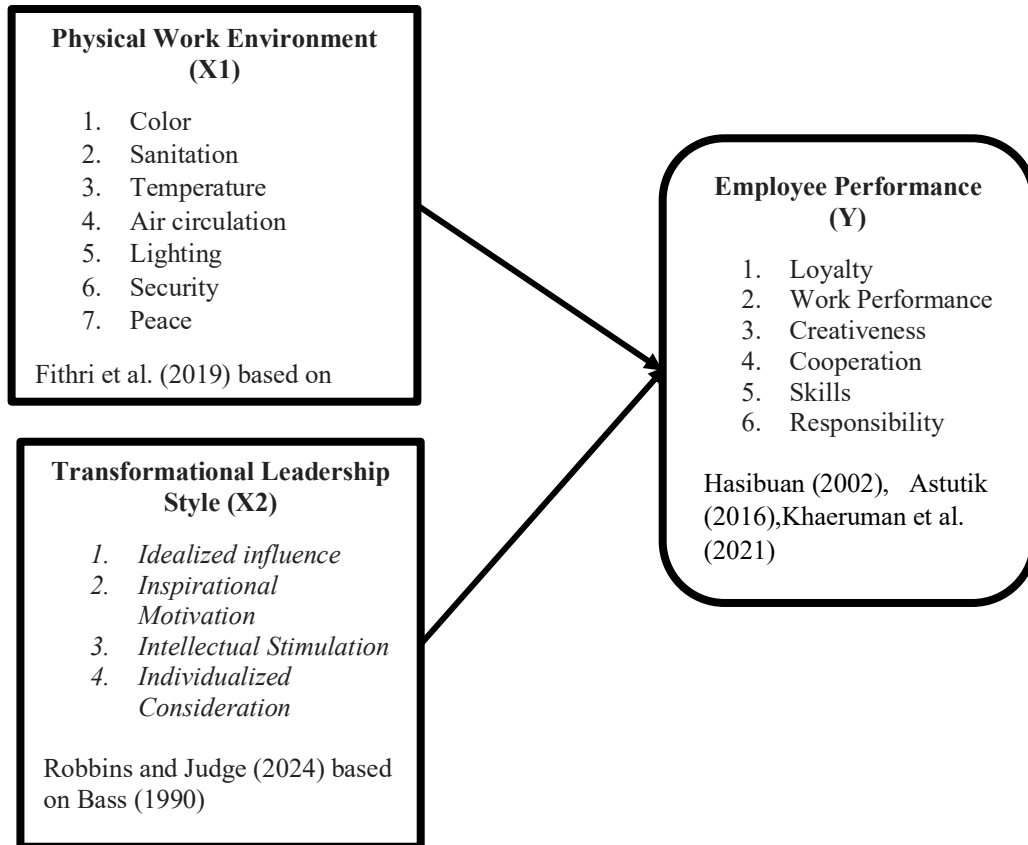
Figure 1. Research Framework of Thought

H1: Physical work environment affects employee performance
H2: Transformational leadership styles affect employee performance

RESULT AND DISCUSSION

Respondent Characteristics

The characteristics of the respondents grouped in this study include gender, age, education and length of work. From the results of the questionnaire distributed to 100 respondents, it is known that the respondents are dominated by the male gender as much as 61% and women as much as 39%. Based on the age range, the most respondents were in the age range of more than 40 years with a percentage of 55%, followed by the age range of 26 to 30 years with a percentage of 21%, 36 to 40 years of age as much as 12%, 32-35 years as much as 11% and the least in the age range of 21 to 25 years as much as 1%. Furthermore, for the education level, the most respondents were undergraduates as much as 61% and the least were high schools as much as 7%. Then based on the working LMA, the majority of respondents have worked for more than 5 years, namely 75% and 25% have only worked for 2 to 5 years.

Evaluation of the Outer Model

Convergent Validity

Ghozali (2020:71) states that individual indicators that are vaild are indicators with a correlation value above 0.7. Figure 2 shows that the results of the path analysis for the model have niai, most indicators have values above 0.7 except for indicators A4, A5, A7, and A16.
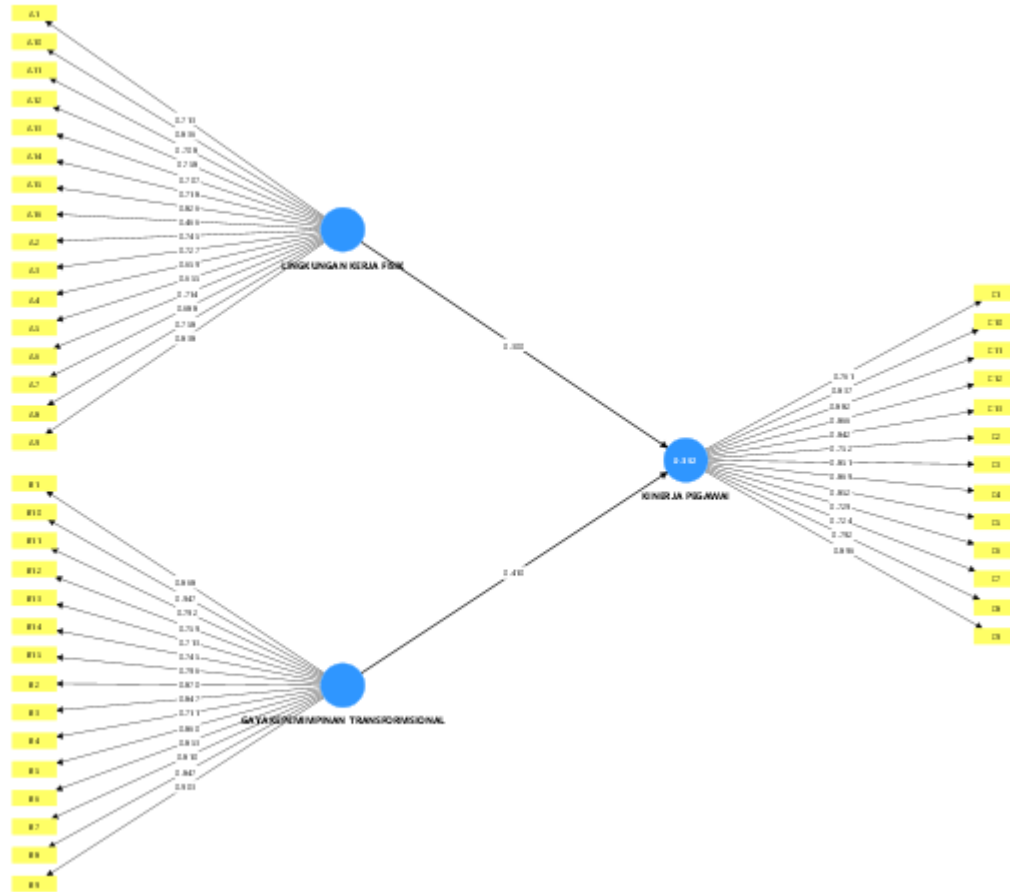

Figure 2. Model Path Diagram
Source: Author's Data Processing, 2025

Average Variance Extracted (AVE)

AVE is the average percentage of *the Extracted Variance* (AVE) value across all questionnaire items or indicators of a variable which is the sum of converging indicators. Ghozali (2020:71) stated that a valid AVE value must be above 0.5.

Table 1. Outer Loading Test Result

Variable	Dimension	Indicators	Outer Loading	AVE	Information
Physical Work Environment (X1)	Color	Colors of the walls of the workspace	0,713		Valid
		Colors of objects at work	0,745	0,525	Valid
	Sanitation	Workplace hygiene	0,727		Valid

Variable	Dimension	Indicators	Outer Loading	AVE	Information
		The presence of a cleaning staff who works well	0,659		Invalid
		Availability of cleaning facilities	0,655		Invalid
	Temperature	Temperature in the workspace	0,714		Valid
		The air conditioner in the workspace works well	0,688		Valid
	Air circulation	Air circulation in the workspace	0,758		Valid
		Comfort in breathing	0,838		Valid
	Lighting	Lighting in the workspace	0,836		Valid
		Sufficient lighting facilities	0,708		Valid
	Security	Warranty safe while working	0,758		Valid
		Warranty of safe items while working	0,707		Valid
		Warranty safe from external interference	0,718		Valid
	Peace	Quiet conditions in the workspace	0,826		Valid
		Absence of noise interference from the outside	0,466		Valid
Transformational Leadership Style (X2)	*Idealized influence*	Leaders are able to provide vision and mission	0,868		Valid
		Leaders are able to instill pride in their subordinates	0,870		Valid
		Leaders are able to be an inspiration to subordinates	0,847		Valid
		Leaders are able to earn the respect of subordinates	0,711	0,679	Valid
		Leaders are able to be trusted by subordinates	0,860		Valid
	Inspirational motivation	Leaders are able to motivate subordinates	0,853		Valid
		Leaders can be a symbol of success for subordinates	0,810		Valid
		Leaders can express important goals in a simple way	0,847		Valid

Variable	Dimension	Indicators	Outer Loading	AVE	Information
	Intellectual stimulation	Leaders encourage subordinates to continuously improve their abilities	0,903		Valid
		Leaders encourage subordinates to continue to think rationally in dealing with problems	0,947		Valid
		Leaders encourage subordinates to be thorough in solving problems	0,792		Valid
	Individualized consideration	Leaders give personal attention to subordinates	0,759		Valid
		Leaders give personal treatment to subordinates	0,713		Valid
		Leaders always give directions to each subordinate in completing tasks	0,745		Valid
		Leaders always give advice to each subordinate in completing tasks	0,796		Valid
Employee Performance (Y)	Loyalty	Employees have a strong determination to be loyal to the organization	0,761		Valid
		Officers are willing to be loyal to the organization	0,752		Valid
	Work Highlights	The quality of the work results according to the standards that have been set	0,851		Valid
		Able to complete all assigned tasks	0,869		Valid
	Creativeness	Able to design a work plan to work more effectively	0,852	0,675	Valid
		Able to create new innovations so that work can be completed more effectively	0,729		Valid
	Cooperation	Always participate in completing group tasks	0,724		Valid
		Love to work together	0,792		Valid
	Skills	Employees are quick to understand the tasks assigned	0,896		Valid

Variable	Dimension	Indicators	Outer Loading	AVE	Information
		Employees like to learn new things in order to be better at completing tasks	0,837		Valid
	Responsibility	Always complete tasks and work as well as possible	0,882		Valid
		Be responsible for the work generated	0,866		Valid
		Always be on time to complete tasks	0,842		Valid

Source: Data Processing by the Author, 2025

Table 1 shows that all indicators have an AVE value above 0.5 so that it can be concluded that each indicator that has a loading factor value above 0.7 and AVE above 0.5 on the variables of physical work environment, transformational leadership style and employee performance are valid and can reflect each variable.

Discriminant Validity

Discriminant validity can be measured through heterotrait-monotrait (HTMT) and cross loading. Ghozali (2020:71) explained that the cross loading value for each variable must be below 0.9 so that the data can be said to be valid. The results of the processing using the SEM-PLS test show that all variables have an HTMT value below 0.9 so that all variables in this study can be concluded to be valid as shown in table 2.

Table 2. HTMT Discriminant Validity Test Result

	Transformational Leadership Style	Employee Performance	Physical Work Environment
Transformational Leadership Style			
Employee Performance	0,510		
Physical Work Environment	0,394	0,467	

Source: Data Processing by the Author, 2025

Cross loading tests were carried out to determine the correlation of each indicator to its construct. Ghozali (2020:71) explained that the value of the indicator coefficient above 0.70 indicates that each indicator has a higher correlation to its construct than other constructs. So that indicators other than A4, A5, A7 and A16 can be accepted based on the results of the discriminant validity test using cross loading as shown in table 3.

Table 3. Cross Loading Discriminant Validity Test Result

Indicators	Transformational Leadership Style	Employee Performance	Physical Work Environment
A1	0.303	0.330	**0.713**
A2	0.155	0.283	**0.745**
A3	0.190	0.248	**0.727**
A4	0.289	0.318	0.659
A5	0.253	0.255	0.655
A6	0.284	0.276	**0.714**

Indicators	Transformational Leadership Style	Employee Performance	Physical Work Environment
A7	0.213	0.235	0.688
A8	0.379	0.421	**0.758**
A9	0.299	0.351	**0.838**
A10	0.307	0.415	**0.836**
A11	0.325	0.421	**0.708**
A12	0.246	0.354	**0.758**
A13	0.233	0.338	**0.707**
A14	0.199	0.241	**0.718**
A15	0.310	0.371	**0.826**
A16	0.388	0.276	0.466
B1	**0.868**	0.528	0.425
B2	**0.870**	0.399	0.351
B3	**0.847**	0.376	0.326
B4	**0.711**	0.432	0.262
B5	**0.860**	0.500	0.296
B6	**0.853**	0.432	0.277
B7	**0.810**	0.456	0.354
B8	**0.847**	0.346	0.238
B9	**0.903**	0.505	0.382
B10	**0.947**	0.507	0.307
B11	**0.792**	0.599	0.321
B12	**0.759**	0.263	0.279
B13	**0.713**	0.240	0.220
B14	**0.745**	0.276	0.351
B15	**0.796**	0.265	0.330
C1	0.458	**0.761**	0.357
C2	0.426	**0.752**	0.359
C3	0.451	**0.851**	0.342
C4	0.424	**0.869**	0.414
C5	0.457	**0.852**	0.391
C6	0.480	**0.729**	0.340
C7	0.509	**0.724**	0.257
C8	0.460	**0.792**	0.447
C9	0.402	**0.896**	0.374
C10	0.425	**0.837**	0.376
C11	0.320	**0.882**	0.393
C12	0.402	**0.866**	0.444
C13	0.336	**0.842**	0.359

Source: Data Processing by the Author, 2025

Reliability Test

The reliability test is useful to determine the level of consistency of the data obtained from respondents. The test in this study used Cronbach's alpha and composite reliability tests. The coefficient value of each variable must be above 0.7 for both Cronbach's alpha and composite reliability (Ghozali, 2020).

Table 4. Cronbach's Alpha and Composite Reliability Test Results

	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)	Average Variance Extracted (AVE)	Conclusion
Transformational Leadership Style	0.966	0.978	0.969	0.679	Reliable
Employee Performance	0.959	0.960	0.964	0.675	Reliable
Physical Work Environment	0.938	0.945	0.946	0.525	Reliable

Source: Data Processing by the Author, 2025

The results of Cronbach's alpha and composite reliability tests show that all variables have values above 0.7 as can be seen in table 4 so that it can be concluded that all variables can meet the criteria of high reliability or that the data obtained has high consistency.

Inner Model Evaluation
R-Square
A determination indicator used to find out and evaluate the extent to which dependent variables are influenced by independent variables through R-square values. The higher the R-square value indicates that the prediction model used is getting better.(Iba & Wardhana, 2023:509)

Table 5. R Square Test Result

	R-square	R-square adjusted
Employee Performance	0.352	0.339

Source: Data Processing by the Author, 2025

Ghozali (2021) explained the criteria of R-squre that have a value above 0.67 means strong, 0.33 to 0.67 in the moderate category and below 0.33 are categorized as weak. The results of the R-Square test of the performance variable as shown in table 5 showed a value of 0.352 (moderate). A value of 0.352 means that 35.2% of employee performance is influenced by the physical work environment and transformational leadership style, while 64.8% of employee performance is influenced by other factors outside of the research variables.

Effect Size (F square)
This test is used to determine the quality of the model made. The f-square value is used to see the influence of independent variables on dependent variables substantially.

Table 6. F-Square Test Result

Variable	Employee Performance
Transformational Leadership Style	0.220
Physical Work Environment	0.118

Source: Data Processing by the Author, 2025

It can be seen in table 6 that the f-square value of transformational leadership style on employee performance is 0.22 (moderate influence). Furthermore, the physical work environment variable also has a low influence on employee performance with a value of 0.118.

Prediction relevance (Q square)

This test is used to find out how much the model can predict the value produced. The Q-square value above 0.35 is categorized as large, 0.15 to 0.35 is categorized as medium and below 0.15 is categorized as low.

Table 7. F-Square Test Result

Dependent Variable	Q²predict
Employee Performance	0.277

Source: Data Processing by the Author, 2025

The test results can be seen in table 7 showing that the q-square value is as high as 0.277 which can be categorized as moderate. So it can be concluded that the model created has a moderate predictive level, which means that 27.7% of variations in employee performance can be predicted by the model and the other 72.3% cannot be predicted by the model.

Hypothesis Testing

Ghozali (2021) explained that a hypothesis is acceptable if the T value ≥ 1.96 with a p value < 0.05. Through bootstrapping on smartPLS4, the results of the hypothesis test as shown in table 8 were obtained.

Table 8. Hypothesis Test Result

	Original sample (O)	T statistics (|O/STDEV|)	P values	Result	Conclusion
Physical Work Environment - > Employee Performance	0.300	3.039	0.002	Significant	Accepted hypotheses
Transformational Leadership Style -> Employee Performance	0.410	4.075	0.000	Significant	Accepted hypotheses

Source: Data Processing by the Author, 2025

The results of the hypothesis test show that:
a. Hypothesis 1 (H1): The physical work environment has an influence on employee performance because it has a statistical t-value of 3.039 (>1.96) and a p value of 0.002 (<0.05) with a coefficient value of 0.30 (positive) so that it can be concluded that the physical work environment has a positive and significant influence on employee performance.
b. Hypothesis 2 (H2): The transformational leadership style has an influence on employee performance because it has a statistical t-value of 4.075 (>1.96) and a p value of 0.000 (<0.05) with a coefficient value of 0.41 (positive) so it can be concluded that the transformational leadership style has a positive and significant influence on employee performance.

The Influence of the Physical Work Environment on Employee Performance

The results of the study show that the physical work environment at the Agriculture, Food and Fisheries Office of Pariaman City has a positive and significant influence on employee performance. This can be seen in the results of the hypothesis test where the statistical t-value is 3.039 (>1.96) and the p value is 0.002 (<0.05) with a coefficient value of 0.30 (positive). This

means that 30% of the performance of employees at the Agriculture, Food and Fisheries Office of Pariaman City is influenced by their physical work environment such as air circulation, room temperature, cleanliness or sanitation and others according to the dimensions and variables used in this study.

The results of the study Hurricanes (2020) show that factors such as the work environment and work placement have a positive effect on the performance of employees or employees of the company. Pramestiara & Princess (2022) stating that there is an influence between the work environment on performance, then there is an influence between work motivation on employee performance and there is a joint influence between the work environment and work motivation on employee performance. Furthermore, the research obtained results that the influence of the work environment and work motivation on employee performance and these influences are also reciprocal. In addition, it was found that the physical work environment had no significant effect on performance.Princess & Priansa (2023)Febriyani & Putri (2024)

The Influence of Transformational Leadership Style on Employee Performance

The results of the study show that the transformational leadership style at the Agriculture, Food and Fisheries Office of Pariaman City has a positive and significant influence on employee performance. This can be seen in the results of the hypothesis test where the statistical t-value is 4.075 (>1.96) and the p value is 0.000 (<0.05) with a coefficient value of 0.41 (positive). From these results, it can also be interpreted that 41% of employee performance at the Pariaman City Agriculture, Food and Fisheries Office is influenced by transformational leadership styles such as leaders are able to provide vision and mission, leaders are able to motivate subordinates, leaders encourage subordinates to continue to improve their abilities, and leaders pay personal attention to subordinates and others according to the dimensions and variables used in this study.

The results of Sinaga et al.'s (2018) research show that change management, organizational culture, transformational leadership style have the most influence on employee performance and transformational leadership style. Furthermore, Latifah et al. (2024) in their research found that leadership style and organizational commitment have a positive effect on performance. Furthermore, the results of the study from Sürücü et al. (2022) show that transformational leadership styles have a significant positive influence on performance.

CONCLUSION

This researcher shows that the physical work environment has a positive and significant influence on employee performance. Furthermore, transformational leadership styles also have a positive and significant influence on employee performance. Based on these results in good human resource management, it can be recommended to organizations to be able to create a cohesive physical work environment and apply a strong transformational leadership style. The physical work environment includes improvements related to room color, sanitation, room temperature, air circulation, lighting, safety and tranquility of the work environment. In addition to the physical work environment, organizations also need to strengthen the application of transformational leadership styles including the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The author admits that there are still many shortcomings and limitations in this study, including the factors discussed and considered in this study are only limited to physical work environment factors as well as transformational leadership styles and SEM PLS analysis methods only. There are still other factors that have an

influence on performance such as individual ability, organizational culture, compensation and others and can use other relevant analysis methods. Future research is expected to further explore broader research objectives and use more complex variables and relationships so that it can better explain what organizations need to pay attention to in improving the performance of their employees.

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