

THE INFLUENCE OF WORK MOTIVATION, ENVIRONMENT, AND TRANSFORMATIONAL LEADERSHIP ON SUSTAINABLE PERFORMANCE MEDIATED BY JOB SATISFACTION: SOUTH JAKARTA CIVIL POLICE

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Abstract

This study aims to determine the effect of work motivation, work environment, and transformational leadership on sustainable employee performance, mediated by job satisfaction, at Satuan Polisi Pamong Praja (Satpol PP) South Jakarta. The object of this study is permanent employees working in Satpol PP located in South Jakarta. This study uses a saturated sampling method with a total of 130 respondents and applies a quantitative descriptive approach. Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. The results of the study indicate that work motivation and work environment have a positive but not significant effect on sustainable employee performance. Transformational leadership and job satisfaction have a positive and significant effect on sustainable employee performance. Work motivation has a positive and significant effect on job satisfaction. The work environment has a negative and not significant effect on job satisfaction. Transformational leadership has a positive and significant effect on job satisfaction. Job satisfaction significantly mediates the effect of work motivation and transformational leadership on sustainable employee performance. Job satisfaction does not significantly mediate the effect of the work environment on sustainable employee performance. This research provides a novel contribution to the understanding of sustainable employee performance within the context of local government organizations, particularly at Satuan Polisi Pamong Praja South Jakarta.

Keywords: Work Motivation, Work Environment, Transformational Leadership, Employee Performance, Job Satisfaction

INTRODUCTION

The Civil Service Police Unit (Satpol PP) is a local government agency with a strategic role in maintaining public order, security, and enforcing regional regulations. The existence of Satpol PP is regulated by Law No. 23 of 2014 on Regional Government, which emphasizes the importance of Satpol PP's functions and duties in supporting the creation of a disciplined, safe, and cultured society. In carrying out its duties, Satpol PP faces various challenges that can affect its performance. Some of these challenges include limited human resources, social and political pressures, as well as public dissatisfaction with the methods of enforcement employed.

Human resources are a determining factor in achieving an organization's goals. In the era of globalization, organizations, particularly government agencies, must be able to improve human resources effectively. Companies or agencies must select human resources that possess good quality to achieve the organization's objectives.

Tabel 1.1 Tabel Penilaian Kinerja Karyawan Tahun 2019-2022

TAHUN	GOLONGAN						TARGET
	IV		III		II		
	DP-3	SKP	DP-3	SKP	DP-3	SKP	
2019	90,66	94,11	86,52	90,79	86,76	90,87	75,00
2020	88,89	92,48	87,09	91,04	85,96	89,45	
2021	89,28	92,96	86,49	90,22	85,93	88,12	
2022	92,45	95,28	88,24	92,02	86,90	90,88	
TEREALISASI	90,32	93,70	87,10	91,10	86,39	89,83	

Sumber: Data Satuan Polisi Pamong Praja Jakarta Selatan

The DP-3 Evaluation and SKP Evaluation results from 2019 to 2020 showed a decline in the performance evaluations of employees in Group IV and Group II. A further decline in employee performance was observed from 2020 to 2021 in Group III and Group II. The Civil Service Police Unit (Satpol PP) of South Jakarta has 130 permanent employees who are Civil Servants (PNS), divided into several levels (Group IV, Group III, and Group II). Employee performance evaluations at Satpol PP South Jakarta are conducted once a year, typically at the end of the year or in December. There are two types of performance evaluations used. The first is the DP-3 Evaluation (Performance Implementation Evaluation List), which assesses several factors including loyalty, work performance, responsibility, discipline, honesty, cooperation, initiative, and leadership. The second is the SKP Evaluation (Employee Work Target), which is aimed at controlling productive work behavior required to achieve agreed-upon results.

According to several experts, there are several factors that influence sustainable employee performance, namely: work motivation, which drives individuals to work effectively (Hasibuan, 2017); a good work environment, which can encourage employee productivity (Mangkunegara, 2013); transformational leadership, which refers to activities of an individual that motivate others to achieve desired results (Sutrisno, 2019); and job satisfaction, which creates a pleasant situation to achieve optimal results, thereby enhancing sustainable employee performance (Badriyah, 2015).

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Literature Review

Sustainable employee performance is the ability of an employee to consistently meet or exceed the performance standards set by the organization in the long term, while maintaining work quality, productivity, and personal well-being. This performance focuses not only on the final results but also on a stable and continuous work process, where employees can maintain their optimal performance without experiencing fatigue or a decline in quality.

According to Ji et al. (2021), sustainable employee performance is an ideal work condition where work can meet current job demands without compromising future performance to meet future needs. Meanwhile, according to Henri & Journeault (2008), sustainable employee performance is the interaction between organizational performance in its business operations and performance in environmental, economic, and social aspects. Based on the opinions of the experts above, it can be concluded that sustainable employee performance is the achievement of performance that can be maintained and improved in the long term, supported by factors such as motivation, a conducive work environment,

organizational support, and employee well-being. Sustainable performance focuses not only on short-term results but also on long-term work stability and quality, while maintaining a balance between productivity and employee well-being.

The condition of employees or the company is not always in a good state; many obstacles affect both employee performance and the company's condition. Therefore, there are several factors that influence employee performance. The factors that influence employee performance (Ansory and Indrasari, 2018), include: Ability, Motivation, Support received, The nature of the work being performed, and Relationship with the organization.

Harmendi et al. (2021) state that motivation is the key to a successful organization in maintaining job continuity within the organization by providing strong means and support for survival. According to Robbins & Judge (2015), work motivation is a process that explains the strength, direction, and perseverance of an individual in striving to achieve goals. Motivation is an internal drive or urge within a person that can stimulate, direct, and regulate behavior (Muktamar et al., 2024). The theory of work motivation developed by several experts is based on the factors of individual needs and satisfaction, which drive them to engage in their activities, thus focusing on the individual. This theory attempts to identify what needs can be fulfilled and what can motivate someone's work spirit.

The work motivation theory used by the researcher is the achievement motivation theory by David McClelland (Indajang et al., 2024). This theory states that an individual works with potential energy that can be utilized depending on motivation drives, the situation, and available opportunities. McClelland identified three types of needs: Need for achievement, need for affiliation, and need for power.

The work environment is one of the factors that greatly influences employee performance. According to Afandi (2018), the work environment refers to the conditions surrounding the employee that can affect their work, such as noise, the completeness of provided work facilities, lighting, and temperature. Robbins and Judge (2015) define the work environment as the situation around the workplace, both physical and non-physical, that can create a pleasant, safe, and reassuring atmosphere. A poor work environment can require more effort from employees, take more time, and hinder the implementation of efficient work systems over the long term (Asmawati et al., 2024).

Transformational leadership is one of the factors that can improve employee performance. Transformational leadership encourages followers to believe in themselves and trust in their potential to create a better future for the organization. Transformational leaders change their own lives as well as their organizations (Prayuda, 2019). One of the key factors in shaping good performance is leadership. If a leader can ensure that employees are comfortable in their environment, their performance outcomes will improve (Rusmiati et al., 2021). Transformational leadership is about inspiring employees to perform at their best. Transformational leaders inspire their followers not only to believe in themselves but also to trust in their own potential to create a better future for the organization (Hayati et al., 2024).

Job satisfaction is essentially something that is individual. Each individual has a different level of satisfaction according to the value system that applies to them. The higher the assessment of an activity in line with an individual's desires, the higher their satisfaction with the activity. Job satisfaction is a positive feeling towards one's work based on evaluation results and its characteristics (Robbins and Judge, 2015). Job satisfaction is very important for both employees and the company, as it reflects whether employees are satisfied with their work, which in turn is reflected in their continuously improving performance (Sihite et al., 2024). According to Karmana et al. (2024), employee job satisfaction is an important issue to consider in relation to employee work productivity, and dissatisfaction is often associated with high levels of job demands and complaints.

Hypothesis Formulation

H1: Work motivation has a significant positive effect on sustainable employee performance.

- H2: The work environment has a significant positive effect on sustainable employee performance.*
H3: Transformational leadership has a significant positive effect on sustainable employee performance.
H4: Job satisfaction has a significant positive effect on sustainable employee performance.
H5: Work motivation has a significant positive effect on job satisfaction.
H6: The work environment has a significant positive effect on job satisfaction.
H7: Transformational leadership has a significant positive effect on job satisfaction.
H8: Job satisfaction mediates the relationship between work motivation and sustainable employee performance.
H9: Job satisfaction mediates the relationship between the work environment and sustainable employee performance.
H10: Job satisfaction mediates the relationship between transformational leadership and sustainable employee performance.

RESEARCH METHODS

Research Design

The research model presented below visually depicts the theoretical relationships proposed in this study, serving as the foundation for hypothesis testing and analysis.

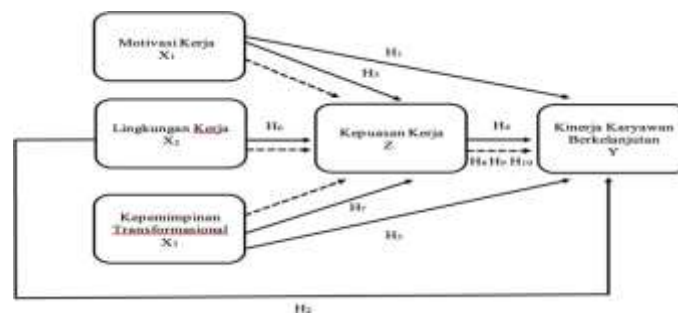


Figure 1. Research Design

Population and Sampel

The population in this study consists of permanent employees of the Civil Service Police Unit (Satpol PP) of South Jakarta Administrative City, with a total population of 130 employees. This study uses a saturated sampling method, which is a technique for sample selection where all members of the population are used as the sample. Therefore, the sample used in this study is 100 employees of the Civil Service Police Unit of South Jakarta.

Data Collection and Instrument Development Technique

The research instrument used was a structured questionnaire adapted from indicators that have been validated in previous studies. Each construct was measured using multiple indicators and evaluated on a 5- point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. This study measures five core variables: work motivation, work environment, transformational leadership, employee performance, and job satisfaction. A pre-test was conducted to ensure the clarity and reliability of the questionnaire before its full deployment.

Data Analysis Techniques

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. This approach was selected due to its suitability for predictive research models and its capacity to handle small-to-medium-sized

samples. The measurement model (outer model) was evaluated through convergent validity, reliability, multicollinearity and model fit. Convergent validity was confirmed when Average Variance Extracted (AVE) exceeded 0.50, while reliability was established using Cronbach's Alpha and Composite Reliability, both above 0.70. Multicollinearity was checked via Variance Inflation Factor (VIF), with acceptable values below 5. While Model fit through SRMR with values below 0.08 indicating as good fit.

The structural model (inner model) was assessed using R^2 (coefficient of determination), f^2 (effect size), and Q^2 (predictive relevance). R^2 values of 0.75, 0.50, and 0.25 indicated substantial, moderate, and weak explanatory power, while f^2 values of 0.35, 0.15, and 0.02 reflected large, medium, and small effect sizes. $Q^2 > 0$ confirmed that the model had predictive capability. Bootstrapping with 5000 subsamples was used for hypothesis testing, where p-values < 0.05 or t-statistics > 1.96 indicated statistical significance (Hair et al., 2022).

RESULTS AND DISCUSSION

This study collected 130 responses, all of which were valid and used for the final analysis. The demographic values of the respondents are shown in Table 1, indicating that the respondents differ in terms of gender, age, highest education, and years of employment.

Table 1. Demographics of survey respondents

Item	Option	Frequency	Percentage
Gender	Man	97	75%
	Woman	33	25%
Age	20-30 years old	50	38%
	31-40 years old	35	27%
	41-50 years old	31	24%
	>50 years old	14	11%
Education	SMA/SMK	15	11%
	Diploma	30	23%
	S1	69	53%
	S2	16	13%
Years of Employment	1-10 years	69	53%
	11-20 years	44	34%
	>20 years	17	13%

After confirming the characteristics of the 141 valid respondents based on Table 1, the next stage of the analysis involved testing the measurement model to ensure the validity and reliability of each construct. According to Hair et al. (2022), Convergent validity was assessed using the Average Variance Extracted (AVE) and outer loadings. An AVE value above 0.50 indicates that a construct explains more than half of the variance in its indicators, while outer loading values above 0.708 are considered ideal for confirming indicator reliability. Furthermore, reliability testing was conducted using Cronbach's Alpha and Composite Reliability (CR). Both metrics evaluate the internal consistency of the indicators, with values exceeding 0.70 considered acceptable for confirming that the indicators reliably measure their respective constructs.

Table 2. Validity and Reliability

	Reliability		Convergent Validity
	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Motivation (X1)	0,850	0,889	0,687
Work Environment (X2)	0,897	0,917	0,722
Transformational Leadership (X3)	0,915	0,930	0,596

Sustainable Performance (Y)	0,807	0,886	0,572
Job Satisfaction	0,886	0,916	0,582

Based on the analysis results, the Average Variance Extracted (AVE) values indicate that all variables have values above 0.50, which signifies that the constructs in this study have good convergent validity. Work Motivation has an AVE of 0.687, Work Environment has 0.722, Transformational Leadership has 0.596, Sustainable Employee Performance has 0.572, and Job Satisfaction has 0.582. This indicates that the indicators used in each construct are able to explain more than 50% of the variance of the measured construct.

All variables in this study show Cronbach's Alpha values greater than > 0.7 . This indicates that the indicators used in each variable have good internal consistency, making them reliable for measuring the construct they represent. Furthermore, the results in Table 4.2 also show that all variables have Composite Reliability values greater than 0.7. This indicates that the indicators forming each latent variable are able to work consistently in representing the measured construct.

Based on these results, it can be concluded that all variables in this study meet the reliability criteria, as required by the Cronbach's Alpha > 0.7 and Composite Reliability > 0.7 . This reliability validity ensures that the research model used has strong data quality and is suitable for moving on to the next stage of analysis. With good reliability, the research model can produce more accurate, trustworthy, and relevant analysis results to answer the research questions posed.

Tabel 3. R Square

Variabel	R Square (R^2)	R Square (R^2) Adjust	Hasil
Kinerja Karyawan Berkelanjutan (Y)	0,646	0,635	Moderate
Kepuasan Kerja (Z)	0,653	0,645	Moderate

Tabel 4. Effect Size

Hubungan Variabel	F Square	Hasil
Motivasi Kerja (X1) → Kinerja Karyawan Berkelanjutan(Y)	0,023	Rendah
Motivasi Kerja (X1) → Kepuasan Kerja (Z)	0,212	Sedang
Lingkungan Kerja (X2) → Kinerja Karyawan Berkelanjutan (Y)	0,004	-
Lingkungan Kerja (X2) → Kepuasan Kerja (Z)	0,013	-
Kepemimpinan Transformasional (X3) → Kinerja Karyawan Berkelanjutan (Y)	0,158	Sedang
Kepemimpinan Transformasional (X3) → Kepuasan Kerja (Z)	0,313	Tinggi
Kepuasan Kerja (Z) → Kinerja Karyawan Berkelanjutan (Y)	0,059	Rendah

Tabel 5. Hypothesis Result

Variabel	Koefisien	T Statistics	P Value	Hasil
Pengaruh Langsung				
KP (Z) → KK (Y)	0,246	2,198	0,028	Berpengaruh positif dan signifikan
MK (X1) → KK (Y)	0,151	1,421	0,155	Berpengaruh positif dan tidak signifikan
MK (X1) → KP (Z)	0,414	5,116	0,000	Berpengaruh positif dan

				signifikan
LK (X2) → KK (Y)	0,052	0,662	0,508	Berpengaruh positif dan tidak signifikan
LK (X2) → KP (Z)	-0,098	1,068	0,285	Berpengaruh negatif dan tidak signifikan
KT (X3) → KK (Y)	0,436	3,440	0,001	Berpengaruh positif dan signifikan
KT (X3) → KP (Z)	0,529	5,565	0,000	Berpengaruh positif dan signifikan
Pengaruh Tidak Langsung				
MK (X1) → KP (Z) → KK (Y)	0,102	1,987	0,047	Berpengaruh positif dan signifikan
LK (X2) → KP (Z) → KK (Y)	-0,024	0,905	0,366	Berpengaruh negatif dan tidak signifikan
KT (X3) → KP (Z) → KK (Y)	0,130	2,037	0,042	Berpengaruh positif dan signifikan

Based on the research results obtained, a detailed discussion can be provided for each hypothesis proposed. Each hypothesis will be analyzed in depth to offer a clearer understanding of the relationships between the variables studied. This discussion will systematically elaborate on the results of the hypothesis testing, including coefficient values, significance levels, and the interpretation of results that are relevant to the theoretical framework and the research context. Additionally, this analysis will also present an explanation of the factors that may influence these results, both those supporting the hypothesis and those that do not align with the initial predictions. With this approach, it is hoped that the discussion will provide a comprehensive understanding.

The findings of this study confirm that work motivation and work environment have a positive impact on employee job satisfaction, but this effect is not statistically significant. While work motivation theoretically can enhance satisfaction, its impact is not strong enough to result in a significant outcome. Similarly, the work environment shows a positive but insignificant impact on both job satisfaction and employee performance. This suggests that, although a good work environment can contribute to employee comfort and well-being, other factors such as high workload and operational demands are more dominant in influencing performance and satisfaction.

In contrast, transformational leadership has been shown to have a positive and significant effect on both variables, i.e., performance and job satisfaction. Leaders who inspire, provide support, and encourage active participation from their subordinates are able to create a more productive work environment and improve performance quality on a sustainable basis. Transformational leadership also plays a significant role in enhancing job satisfaction by building trust and providing intrinsic motivation for employees to achieve better results.

These findings support Herzberg's two-factor theory, which states that both motivator and hygiene factors work together to influence job satisfaction. Transparent leadership and consistent reward systems also align with signaling theory, where positive signals sent by leaders enhance employee trust and motivation. Overall, this study emphasizes the importance of transformational leadership in creating sustainable performance and job satisfaction. Although work motivation and work environment play a role, their influence is not as strong as that of transformational leadership in achieving optimal outcomes. Therefore, integrating motivation-based and leadership strategies into HR policies becomes key to improving employee satisfaction and performance on a sustainable basis.

CONCLUSION

Based on the research and discussion on the influence of work motivation, work environment, and transformational leadership on sustainable employee performance, mediated by job satisfaction, the following conclusions can be drawn: Work motivation has a positive but not significant effect on sustainable employee performance at SatPol PP South Jakarta. This suggests that although work motivation can theoretically improve performance, its impact was not proven significant in this study. The work environment has a positive but not significant effect on sustainable employee performance. The aspects of the work environment, such as facilities and colleague relationships, were not strong enough to directly enhance performance. Transformational leadership has a positive and significant effect on sustainable employee performance. Leadership that inspires, encourages participation, and gives individual attention contributes to improving performance and work commitment. Job satisfaction has a positive and significant effect on sustainable employee performance. Higher job satisfaction leads to more consistent and sustainable task performance. Work motivation has a positive and significant effect on job satisfaction. Motivated employees, both intrinsically and extrinsically, experience higher job satisfaction, which strengthens long-term performance sustainability. The work environment has a negative and insignificant effect on job satisfaction.

Although generally expected, the work environment did not significantly impact satisfaction in this context. Transformational leadership positively and significantly affects sustainable employee performance. It creates a work environment that fosters trust, involvement, and psychological fulfillment, leading to satisfaction. Job satisfaction mediates the relationship between work motivation and sustainable employee performance. Motivated employees with psychological needs met experience higher job satisfaction, enhancing performance. Job satisfaction does not mediate the relationship between the work environment and sustainable employee performance. The effect of the work environment on performance through job satisfaction was not significant. Job satisfaction mediates the relationship between transformational leadership and sustainable employee performance. Leadership that provides vision and support creates high job satisfaction, which in turn improves performance.

Recomendation

The leadership of SatPol PP South Jakarta should develop an inspirational and communicative leadership style, as well as provide individual attention to team members through transformational leadership training. Management should create policies that enhance job satisfaction, such as recognition, opportunities for personal development, and fostering a harmonious work atmosphere. Physical facilities and a work environment that better supports employees' psychological comfort should receive more attention. Providing regular feedback, performance-based incentives, and involving employees in decision-making can effectively boost work motivation. Performance evaluation should not only be based on quantitative results but also consider job satisfaction and individual motivation to create sustainable performance.

This study has limitations in the scope of its subject, focusing solely on SatPol PP South Jakarta, and therefore cannot be generalized to other sectors. Future research is recommended to be conducted in different institutions or sectors, whether central government or private sector. The use of a longitudinal approach and the inclusion of additional variables such as loyalty and work-life balance should also be considered to gain a more comprehensive understanding of the mechanisms that shape sustainable employee performance.

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