



# How Leadership Style, Commitment, Work Climate, and Work Motivation Affect on Satisfaction and Performance

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**Abstract.** This research aims to examine the direct and indirect effects of leadership style, staff commitment, work motivation, and workplace climate on job satisfaction. The primary source of data for this study was a 60-person staff survey. The data was examined using Structural Equation Modeling (SEM) using Smart PLS. The findings revealed that: (1) leadership style, employees' commitment, work motivation, and work climate had a positive and significant effect on job satisfaction; and (2) through job satisfaction as an intervening variable, employees' commitment, work motivation, and work climate had a positive and substantial impact on employees' performance, although leadership style had no significant impact; and (3) While leadership style has little effect on worker performance, other variables such as employee commitment, work motivation, and work climate have an indirect positive and considerable impact on worker performance through job satisfaction. (4) Job satisfaction directly and positively impacts employee performance. While leadership styles that have a small impact on employee performance should be enhanced and prioritized, work motivation, employee commitment, and the working environment that have a significant impact should be preserved.

**Keywords:** Leadership Style · Commitment · Working Climate · Work Motivation · Satisfaction · Employee Performance

## 1 Introduction

Employees are one of the essential parts of an agency; without them, an agency cannot achieve the expected goals. Employees are the most critical resource in the organization because they support the organization with their energy, talents, and creative ideas. No matter how excellent the financial and technological resources are, it will be easier for the organization to achieve its goals with qualified employees. Employees who have good work quality can provide optimal performance [1]. Employee performance is a standard used by organizations as regard in assessing their work. Employee performance is the result of work done by someone in an organization to achieve the organization's desired goals and minimize losses. Without maximum employee performance, activities

within an organization are unlikely to run. Therefore, organizational performance, both business organizations, and government organizations, cannot be separated from individual performance. Employees must carry out work following job requirements and their responsibilities to the organization. The low professionalism of employees, work culture, work ethic, and inconsistency of involving employee discipline are classic problems that can be found in Civil Servants in Indonesia from the past until now, especially civil servants or ASNs in the district areas. This then gave rise to skepticism from the public about ASN's performance. Decreased performance can have an impact on organizational achievement [2]. Leaders must understand the organization's needs and know what desires can improve employee performance. The Government has made various efforts to improve the quality of civil servants in Indonesia. One of the actions taken is to implement an employee performance management system that is accurate, accountable, and professional, as specified in PP number 30 of 2019. Civil employees' Performance Assessment strives to ensure the objectivity of development based on achievement systems and career systems, according to Government Regulation (PP) Number 30 of 2019. The assessment is based on performance planning at the individual and unit or organizational levels, taking into account the aims, successes, results, advantages obtained, and public servant behavior.

According to Perkap No. 13 of 2015, Polri performance is an achievement or ability shown by an employee within the Polri environment in supporting and carrying out its primary duties and functions. Meanwhile, to improve Polri's performance, the state officially regulates the central authorities and responsibilities of Polri by Law No. 2 of 2002, article 13, "Maintaining security and public order, upholding the law, providing protection, protection, and community service. In this case, to improve employee performance, especially in the Polres Pinrang area, several factors can be considered in influencing high or low employee performance, one of which is leadership style. Leadership style is synonymous with the attitude of a leader in leading an organization. In general, many leaders adjust their leadership style to the conditions of the organization they lead. There is even a leader with more than one leadership style to achieve organizational goals (Islami et al., 2018) [3]. One of the leadership styles widely applied by various organizations is the transformational leadership style. The transformational leadership style calls more on the moral values of followers to increase their awareness of ethical issues. Transformational leadership is a type of leadership that guides or motivates followers in the direction of established goals by clarifying roles and task demands. This leadership style provides individualized consideration and intellectual stimulation and has charisma. Transformational leadership style is essential to improve employee performance in the organization. Research conducted by (Belias & Koustelios, 2014) [4]; (Muhajir, 2016) [5]; (Margaretta, 2020) [6] shows that the transformational leadership style has a positive and significant relationship to employee performance. In addition, another study (Amalia & Fakhri, 2016) [7] stated that transformational leadership style has no significant effect on performance. Research by (Cahyono et al., 2014) [8] shows that transformational leadership has no significant and positive impact on the performance of PDP Jember employees. Therefore, a leader must carry out his leadership effectively to achieve the group's goals.

Optimal or non-optimal employee performance depends on the difference between what is expected. If what the employee gets is lower than expected, it will cause the employee to be dissatisfied, and the employee's performance will be low. If it is by the wishes of employees, of course, it will affect employee motivation in working so that it can produce even better work. Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy, and time to carry out various activities for which they are responsible and fulfill their obligations to achieve predetermined organizational goals and objectives [9]. Motivation is a condition or energy that drives self/employees to achieve organizational goals and the employees themselves. Employees' positive attitude towards work situations strengthens their work motivation to achieve maximum performance. Motivation has a relationship with employee performance because the motivation of the leadership also determines the success or failure of an organization in achieving its goals. After all, the stimulus from superiors to subordinates will make employees more motivated to get the job done better. Government Regulation (PP) Number 30 of 2019 concerning Civil Servants (PNS) Performance Appraisal emphasizes that the SKP that has been prepared and agreed upon as intended is signed by PNS and determined by the PNS Performance Appraiser Officer, set annually in January. Furthermore, the SKP assessment is carried out using the results of performance measurements carried out by the Civil Servants Performance Appraiser. Specifically for functional officials, the evaluation of SKP can consider the assessment of the Functional Position Credit Score Assessment Team. The State Civil Apparatus (ASN) or Civil Servant (PNS), as elements of the state apparatus, also implements the implementation of general administration and development administration to function as the driving force for the running of a strong, effective, efficient, and accountable government. It is on this basis that ASN is needed that is capable of carrying out their duties in a professional, responsible, honest, and fair manner, as well as being clean and free from corruption, collusion, and nepotism through fostering and developing human resources and employee work ethics.

The work environment is a significant factor and greatly influences employee performance. If the work environment is clean, healthy, comfortable, and fun, it will make employees feel at home in their workspace and more enthusiastic about completing their work. Conversely, if the work environment is not supportive, it will make employees less comfortable and less excited about completing their work. According to [10], the work environment is everything around workers, which can influence them in carrying out the tasks they are charged with. [11] argues that the work environment is everything around the workers and can influence them in carrying out the tasks he is charged with.

The phenomenon of the performance of the State Civil Apparatus (ASN) in the regions has a very complex culture, including the condition of ASN in the Pinrang Police. This is because it is influenced by the government bureaucracy's work environment, which tends to be formalistic. This condition then affects the habits of ASN behavior, which always prioritizes the interests of the community's needs within a minimum capacity, thus impacting ASN performance. This is reinforced by the views of [12] argue that for an organization to live healthily and compete with other organizations, the organization must have the ability (organizational capabilities). This organizational capability is supported by 6 (six) elements: work system, management process,

human resources system, principles and values, and leadership behavior and environment/strategy. The six factors mentioned above have grown and developed naturally in an organization. When an organization faces challenges in its environment, it responds by creating appropriate management practices at the time; these management practices will then become an institutionalized habit in its human resource management system (recruitment, selection, promotion, and employee termination processes). Research conducted by [13]. The impact of Employee Motivation on Work Performance shows that high work motivation will produce maximum performance, so work motivation can partially be a variable that strongly influences performance. In another study [14]. The Influence of Motivation on Employees' Performance: A Study of Some Selected Firms in Anambra State. This study reveals that extrinsic motivation given to an organization significantly influences worker performance—the Impact of Working Motivation and Working Environment on Employees' Performance in the Indonesia Stock Exchange. The study's results simultaneously influenced work motivation and work environment on employee performance. The research gap referred to in this study is [15], which found the work environment had no significant effect on employee performance. [16] also found that the work environment did not substantially affect the performance of PDAM Boyolali Regency employees. Similar to the research [17], the work environment does not affect employee performance.

[18] In his research, he the influence of motivation, work environment, competence, and compensation on job satisfaction and employee performance in the office environment of the Bali Province public works office. Proving that motivation and work environment has no significant effect on job satisfaction while competence and compensation have a considerable impact. Motivation and competence have no significant effect on employee performance, while work environment, compensation, and job satisfaction have a significant effect. The research results have implications for inspiration, working environment conditions, competence, and employee compensation which need to be increased to increase job satisfaction. If job satisfaction increases, employee performance will also increase.

Meanwhile, the gap phenomenon at the Pinrang Police Station shows that ASN work motivation still needs to be increased because it has experienced ups and downs. This can be seen by the psychological state of employees who work only to fulfill organizational routines, with minimal innovation, and employee creativity is still considered standard, likewise, with the presence of employees. By looking at the phenomenon mentioned above, according to [19], the application of work motivation must be carried out by organizational leaders to communicate with employees so that they are willing to change their behavior as well as an effort to increase one's awareness and willingness to comply with all rules and social norms that apply. apply. In the study of worker or employee performance management, some things require essential considerations because the individual performance of an employee in an organization is part of the organization's performance and can determine the organization's performance. Based on PP number 30 2019 regarding performance appraisal, an illustration of ASN performance achievements within the Pinrang Police can be seen in the Table 1.

**Table 1.** 2020 Pinrang Police ASN SKP Scores.

SN	Indicator	Average
1	Service Orientation	85,42
2	Integrity	85,47
3	Commitment	85,44
4	Discipline	85,67
5	Cooperation	85,43
6	Leadership	85,87
7	Behavior	85,40
<b>SKP Average Score</b>		<b>86,12 (Marginal)</b>

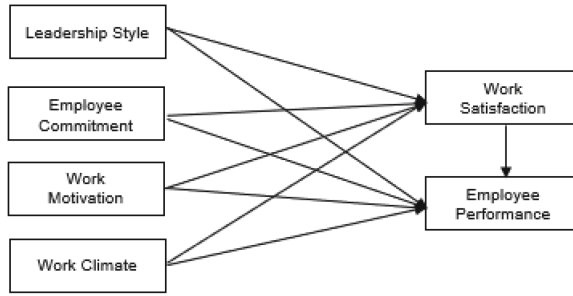
Source: Polres Pinrang, 2021

Based on Table 1, it can be justified that all performance assessment indicators based on PP 30 of 2019 have a value with sufficient criteria. This means that phenomenally, the urgency of this performance appraisal has not been implemented properly.

## 2 Literature Review

The low professionalism of employees, work culture, work ethic, and the inconsistency of applying employee discipline are classic problems that can be found in Civil Servants in Indonesia from the past until now, especially civil servants or ASNs in the regions. This then gave rise to skepticism from the public about ASN's performance. Decreased performance can have an impact on organizational achievement. Leaders must understand the organization's needs and know what desires can improve employee performance. The Government has made various efforts to improve the quality of apparatus resources in Indonesia. One of the efforts taken is to implement an employee performance management system that is accurate, accountable, and professional, as stipulated in PP number 30 of 2019. In this case, to improve employee performance, especially within the Pinrang Polres, several factors can be considered in influencing employees' high or low performance, including leadership style. One of the leadership styles widely applied by various organizations is the transformational leadership style. The transformational leadership style calls more on the moral values of followers to increase their awareness of ethical issues. Research shows that the transformational leadership style positively and significantly affects employee performance. Therefore, a leader must carry out his leadership effectively to achieve the group's goals.

Optimal or non-optimal employee performance depends on the difference between what is expected. If what the employee gets is lower than expected, it will cause the employee to be dissatisfied, and the employee's performance will be low. If it is by the wishes of employees, of course, it will affect employee motivation in working so that it can produce even better work. Motivation determines the progress of every organization, regardless of the type of organization. Motivation is formed from organizational



**Fig. 1.** Conceptual Framework

philosophies and values shared by human resources in the organization, but the role of top management is vast in developing motivation [20]. To carry out this expectancy theory, a boss or even a company is also considered to be careful in practice because if the expectations given to employees are not what was expected at the beginning, it is feared that it will backfire for the company itself and even in the case of at worst, the company will lose its valuable asset, namely competent human resources. Motivation is the basis for someone entering the organization to fulfill their needs and achieve organizational goals. Therefore management is a critical factor in motivating to become an influential driving force in efforts to increase job satisfaction [21]. Organizations, in achieving their goals, have a significant factor, namely human resources, because no matter how good an organization is, no weight how the facilities and infrastructure owned by the organization, without the role of human resources, everything will not go well, because human resources as a driving force for life [2].

Another factor that affects employee performance is environmental problems in the workplace. A good work environment is also needed in an organization. Employees who care about the work environment both for personal comfort and to make it easier to do better tasks. Temperature settings, light, and other environmental factors should be moderate (too much or too little), for example, too hot or dimly lit. Besides, most employees prefer to work in clean, relatively modern facilities with adequate tools and equipment [22]. In theory, the better the work environment, the better employee performance. Conversely, the worse the work environment, the lower the employee's performance. The results of research [19, 23, 24] found that the work environment affects employee performance. [25] research also found that the work environment has a positive and significant effect on employee performance. However, it is different from [26], which found the work environment had no significant impact on employee performance. This is inversely proportional to the theory, which states that the work environment is an essential component of employees' activities. This opinion was also expressed by figures who said that the work environment could affect the work itself because the condition of a good and supportive work environment will produce good results as well.

Based on the above studies, the research model is described as follows: These factors are used as dimensions in this study. For more details, the conceptual framework scheme in this study can be seen in Fig. 1.

Based on the description of the background, the main problem, and research objectives, the following hypothesis is proposed:

H1: Leadership style has a significant effect on job satisfaction.

H2: Employee commitment has a significant effect on job satisfaction.

H3: Work motivation has a significant effect on job satisfaction.

H4: Work climate has a significant effect on job satisfaction.

H5: Leadership style has a significant effect on employee performance.

H6: Employee commitment has a significant effect on employee performance.

H7: Work motivation has a significant effect on employee performance.

H8: Work climate has a significant effect on employee performance.

H9: Leadership style has a significant effect on employee performance through Job satisfaction as mediating

H10: Employee commitment has a significant effect on employee performance through job satisfaction as mediating.

H11: Work motivation has a significant effect on employee performance through job satisfaction as mediating.

H12: Work climate has a significant effect on employee performance through job satisfaction as mediating.

H13: Job satisfaction has a significant effect on employee performance.

### **3 Research Method and Materials**

#### **3.1 Data Sample**

The population in this study were ASN employees and members of the police who were assigned as administration and community service staff at the Pinrang Police, totaling 60 people. By using the census sampling method, the entire population is used as the research sample.

#### **3.2 Measurement**

Furthermore, in the data analysis section, we use the SEM-PLS analysis approach to test the hypothesis of this study. It consists of several demonstration relationships, namely, trying direct, indirect, and moderating relationships. However, before entering the hypothesis testing stage, several stages in the process of testing this study include measuring the distribution of respondents' answers, then calculated using Smart-PLS to determine the standard deviation value, the average value of the distribution of respondents' answers, loading factor  $> 0.60$  [27, 28]; inner-model testing with assessment criteria  $> 0.60$  (i.e., Cronbach alpha, composite reliability, and AVE) (Chin, 1998) [29]. The demonstration of the item-variable data measurement is shown in Table 3.

Furthermore, if the measurement data has been declared feasible as with the measurement criteria described above, then the next step is to measure the goodness of fit model by assessing the data testing criteria, i.e., Standardized Root Mean Square Residual and Normed Fit Index (SRMR  $< 0.80$ , NFI  $> 0.90$ ) (Fassott et al., 2016; Bentler & Bonett,

**Table 2.** Measurement of variables.

No.	Variable	Dimension
1.	Leadership style	<ul style="list-style-type: none"> <li>• Participatory</li> <li>• Transformative</li> <li>• Directive</li> <li>• Supportive</li> <li>• Achievement orientation</li> </ul>
2.	Employee commitment	<ul style="list-style-type: none"> <li>• Affective</li> <li>• Continuing</li> <li>• Normative</li> </ul>
3.	Work motivation	<ul style="list-style-type: none"> <li>• Need for achievement</li> <li>• Need for affiliation</li> <li>• Power requirement</li> </ul>
4.	Working climate	<ul style="list-style-type: none"> <li>• Psychological</li> <li>• Structural</li> <li>• Social dimension</li> <li>• Bureaucratic dimensions</li> </ul>
5.	Work Satisfaction	<ul style="list-style-type: none"> <li>• Rate of Productivity (-)</li> <li>• Rate of Labor Turn-over (-)</li> <li>• Rate of Complain (-)</li> <li>Rate of Absence (-)</li> </ul>
6.	Employee Performance	<ul style="list-style-type: none"> <li>Management by objectives</li> <li>Subjective appraisal</li> <li>Number of errors (-)</li> <li>work efficiency</li> </ul>

1980) [30, 31].  $d_{ULS}$  and  $d_G$  with original value criteria (saturated model > estimated model). The results of the demonstration of the Goodness fit model test are illustrated in Table 4. Furthermore, the following testing stage tests the coefficient of determination and the F-test (R-Square and F-test), shown in Table 6. The last step of research testing is testing the hypothesis using the constant bootstrapping method with chi-square ( $n = 255$ ), determining the T-statistic value and P-Value value with the measurement criteria  $sig < 0.05$  as demonstrated in Table 7. In this study, the data collection method used a distributed questionnaire. For the entire study sample, the number of questions consisted of 39 questions with a distribution of answers using a Likert scale (1 = Totally Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Totally Agree) which in detail can be seen in Table 2. Measurement items as shown in Table 5.

## 4 Result and Discussion

### 4.1 Descriptive Analysis

The characteristics of the respondents aim to know the identity of the employees involved as the research sample. The characteristics of the respondents were analyzed based on



**Table 3.** Characteristic by gender.

5	SN	6	Gender	7	F	8	%
9	1	10	Man	11	45	45	75
13	2	14	Woman	15	15	16	25
17	Total			18	60	19	100

**Table 4.** Characteristic by age group.

20	SN	21	Age Group (Years)	22	F	23	%
24	1	25	20–30	26	29	27	48,3
28	2	29	31–40	30	18	31	30,0
32	3	33	>40	34	13	35	21,7
36	Total			37	60	38	100

**Table 5.** Characteristic based on length of service.

39	No	40	Length of work (Year)	41	F	42	%
43	1	44	Less 1 year	45	9	46	15
47	2	48	1–5	49	27	50	45
51	3	52	6–10	53	24	54	40
55	Total			56	60	57	100

gender, age, last education and length of work conducted on 60 employees of the Pinrang Police. Details are described as follows:

Table 3 provides an illustration that the involvement of Polres Pinrang employees with male gender is more dominant as a sample of the study, where male respondents are 75% while female respondents are 15%.

Table 4 illustrates that the average Pinrang Polres employee is 20–30 years old with a percentage of 48.3%. Next is the age group of 31–40 years, namely 30%, and the age group over 40 years, namely 21.7%.

Table 5 illustrates that the average Pinrang Polres employee has worked for 1–5 years with a percentage of 45%. The rest is less than 1 year of service by 15% and the percentage of 6–10 years of service is 40%.

The Table 6 that the involvement of respondents with an undergraduate education level is more dominant as Pinrang Police officers with a percentage of 40%. High school education is 28.3%, Masters degree is 11.7% and the percentage of Police School education is 20%. Furthermore, the results of the validity and reliability tests of each variable statement item in this study can be seen in Table 7.

**Table 6.** Characteristic based on education level.

58	No	59	Level of education	60	F	61	%
62	1	63	Senior High School	64	17	65	28,3
66	2	67	S1	68	24	69	40,0
70	3	71	S2	72	7	73	11,7
74	4	75	Police School	76	12	77	20,0
78	Total			79	60	80	100

Based on the data in Table 7, it can be explained that of the six variables used in this study, the Corrected Item Total Correlation value was obtained between 0.60–0.90 so that it can be said that the results of validity and reliability.

## 4.2 Statistical Result

Based on the data in Table 6, it can be interpreted that the results of testing the direct effect, indirect effect, and total effect between variables are also empirical findings from this study; all variables have a positive and significant impact except for hypothesis 9 (Tables 8 and 9).

## 5 Conclusion

Leadership is the central point and policy determinant of the activities to be carried out in the organization because leadership is the behavior of a leader in encouraging and influencing morale. The interactions between leaders and employees make a leader the key to the group. As stated by [32], leadership style is a way for a leader to influence the behavior of subordinates who aim to encourage work passion, job satisfaction, and high employee productivity to achieve maximum organizational goals. One indicator of the success of a leader is the success of his subordinates in carrying out their duties. For this reason, a leader certainly needs to have strong leadership and position himself as the protector and director of his members so that the company can achieve common goals. The right leadership style is needed so that the organization can continue to carry out its duties amid significant changes that occur in management, one of which is the transformational leadership style. According to [33], transformational leadership is related to solid self-identification, creating a shared vision for the future, and the relationship between leaders and followers based on one thing: more than just rewarding obedience. The transformational leadership style provides education and transfers expertise from a leader to his employees. In contrast, in implementing a transformational leadership style, leaders tend to set an example and serve employees.

Transformational leadership is a type of leadership that guides or motivates followers in the direction of established goals by clarifying roles and task demands. This leadership style provides individualized consideration and intellectual stimulation and

**Table 7.** Validity and reliability test results of research instruments.

Variables	Items	Correlation Coefficient		
		Loading Factors	Cronbach's alpha	Info
Leadership Style	LS1	0,744	0,928	Valid and Reliable
	LS2	0,877		
	LS3	0,893		
	LS4	0,864		
	LS5	0,879		
Employee Commitment	EC1	0,856	0,943	
	EC2	0,877		
	EC3	0,756		
	EC4	0,783		
	EC5	0,784		
Work Motivation	MW1	0,786	0,934	
	MW2	0,875		
	MW3	0,805		
	MW4	0,734		
	MW5	0,811		
Working Climate	WC1	0,836	0,945	
	WC2	0,679		
	WC3	0,781		
	WC4	0,725		
	WC5	0,673		
Work Satisfaction	WS1	0,842	0,977	
	WS2	0,895		
	WS3	0,831		
	WS4	0,832		
	WS5	0,858		
Employee Performance	EP1	0,871	0,916	
	EP2	0,718		
	EP3	0,852		
	EP4	0,755		
	EP5	0,872		

**Table 8.** Result of direct effect parameter estimation between variables on SEM-PLS.

Relationship between Variables		Mark Estimate	t-statistics	P (Prob)
Leadership Style	Work Satisfaction	0,181	2.941	0,018
	Employee Performance	0,148	1.022	0,110
Employee Commitment	Work Satisfaction	0,226	6.955	0,000
	Employee Performance	0,351	4.811	0,000
Work Motivation	Work Satisfaction	0.428	5.779	0,000
	Employee Performance	0.263	3.562	0,000
Working Climate	Work Satisfaction	0.325	3.639	0,000
	Employee Performance	0.243	2.988	0,000
Work Satisfaction	Employee Performance	0.360	6.955	0,000

has charisma. Transformational leadership style is essential to improve employee performance in the organization. Therefore, a leader must carry out his leadership effectively to achieve the group's goals. The transformational leadership style variable in this study refers to Ancok's theory, which consists of 5 indicators, namely charismatic, inspirational, intellectual stimulation, and individual attention. The descriptive analysis illustrates that the transformational leadership style is upbeat or in the excellent category because the majority of respondents chose to agree. No one respondent chose a statement that strongly disagreed, so the charismatic, inspirational, intellectual stimulation, and individual attention leaders can influence the performance of Polres Pinrang employees. In their daily work activities. With this transformational leadership style, followers feel trust, admiration, loyalty, and respect for the leader, and followers are motivated to do more than was initially expected. Transformational leadership further enhances employee motivation and performance. Transformational leadership effectively influences subordinates so that their way of thinking becomes creative and innovative. Transformational leadership brings organizations to high performance in the face of renewal and change demands. Transformational leadership is considered capable of continuously increasing organizational competitiveness in an increasingly competitive era. The transformational leadership style in this study has a positive (unidirectional) and significant (significant) effect on employee performance variables. This means that every increase in the value of the transformational leadership style by 1 unit will also increase the performance of the Pinrang Police staff by 0.380. Thus, this study accepts the H1 hypothesis; namely, the transformational leadership style significantly affects employee performance. Transformational leaders effectively influence their subordinates, encouraging and motivating them to think positively, creatively, and innovatively because it provides high performance by supporting the actions of subordinates to make choices.

Motivation is a mental condition that encourages an action (action or activity) and provides strength that leads to achieving needs, giving satisfaction, or reducing imbalances. [34] states that motivation is formed from the attitude of employees in dealing

**Table 9.** Direct, indirect, and total effect between variables in the SEM.

HP	Variables			P-value ( $\leq$ 0,05)	Direct	Indirect	Total	Description
	Independent	Mediating	Dependent					
1	Leadership Style	Work satisfaction	-	0.017	0.143	-	0.130	significant
2	Employee Commitment	Work satisfaction	-	0.000	0.265	-	0.225	significant
3	Work motivation	Work satisfaction	-	0.000	0.352	-	0.322	significant
4	Working Climate	Work satisfaction	-	0.000	0.278	-	0.228	significant
5	Leadership Style	-	Employee performance	0.110	0.399	-	0.169	significant
6	Employee Commitment	-	Employee performance	0.000	0.434	-	0.234	significant
7	Work motivation	-	Employee performance	0.000	0.557	-	0.357	significant
8	Work Climate	-	Employee performance	0.000	0.319	-	0.219	significant
9	Leadership Style	Work satisfaction	Employee performance	0,424	0.277	0.038	0.275	Not significant
10	Employee Commitment	Work satisfaction	Employee performance	0,002	0.335	0.034	0.269	significant
11	Work motivation	Work satisfaction	Employee performance	0,043	0.456	0.025	0.381	significant
12	Work Climate	Work satisfaction	Employee performance	0,038	0.319	0.050	0.269	significant
13	-	Work satisfaction	Employee performance	0.000	0.586	-	0.486	significant

with work situations in companies (situation). Motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. Employees' positive attitude towards work situations strengthens their work motivation to achieve maximum performance. [35] state that a positive attitude at work can be implemented with various attitudes that lead to motivation so that employees continue to excel. Motivation is a condition that moves people towards a specific goal, a skill in directing employees to want to work optimally. Employees who have high motivation will work more than what is expected. Conversely, unmotivated employees see work as something unpleasant, and negative attitudes will arise, such as not doing work responsibly, avoiding work that is physically and psychologically stressful, and

absenteeism. Improving employee performance in the organization requires leaders to take an indirect approach, creating motivation through an organizational atmosphere that encourages ASN to be more productive. This atmosphere is created by managing organizational factors through reward systems, standards, rules, and policies, as well as maintaining communication and a leadership style that promotes mutual trust. Motivation or encouragement to employees to be willing to work together to achieve common goals in this study refers to Maslow's theory with the fulfillment of 5 physiological needs, safety, social, esteem, and self-actualization. Based on the descriptive analysis, it gives an illustration that work motivation is a positive or outstanding category because the majority of respondents made a choice strongly agree and no one respondent chose the statement strongly disagree so that the salary earned can meet the necessities of life, benefits are increased, comfortable with the security system, like interacting and helping each other co-workers, having awards, giving the best performance to get a higher position can affect the performance of Pinrang Polres employees in their daily work activities.

The results showed that work motivation has a positive (unidirectional) and significant (significant) effect on employee performance variables. That is, for every increase in the value of work motivation by 1 unit, it will also increase the performance of the Pinrang Police staff by 0.428. Thus, this study accepts the H2 hypothesis; namely, that work motivation significantly affects employee performance. The results of this study illustrate that employee motivation is energy to generate self-esteem and is a condition that influences arousing, directing, and maintaining behavior related to the work environment. ASNs desire that their performance will be correlated with the rewards obtained from the agency. ASNs determine expectations regarding rewards and compensation received if a certain level of performance is achieved. Hard work and high performance are recognized by the leadership and rewarded by the agency, ASNs will expect such a relationship to continue in the future. To maintain the synergy between performance and ASN motivation, it is necessary to have an accurate ASN performance appraisal. These rewards are directly related to performance levels and feedback from leaders. The work environment in a government agency is one of the essential things to pay attention to. According to [10], one factor that influences employee performance is the work environment. The work environment is everything that exists around workers who can influence them in carrying out the tasks assigned. Creating a comfortable, safe, and enjoyable work environment is one way to improve employee performance. The work environment is everything around the workers and can influence them to carry out their tasks. The work environment factor that needs attention is creating an attractive atmosphere for employees' views of their work. The work environment variable in this study refers to Nitsemto's theory (2002), which consists of 3 indicators: relationships with co-workers, superior-subordinate relationships, and work facilities. A working environment is good if employees can carry out activities optimally, healthy, safe, and comfortable.

Based on the descriptive analysis, it gives illustrates that the work environment is positive or in a suitable category because the majority of respondents chose to agree and none of the respondents chose statements that strongly disagreed so that they were able to establish cooperation, build effective communication with co-workers, leaders who were able to establish good communication. Good with employees, being friendly and

polite, fair leadership, complete facilities and infrastructure, and excellent air conditions in the workspace can affect the performance of Pinrang Polres employees in their daily work activities. Therefore the determination and creation of a good work environment will significantly determine the success of achieving organizational goals. Conversely, if the work environment is not good, it will reduce motivation and morale and ultimately reduce employee performance. Paying attention to a good work environment or creating conditions that motivate employees to work can impact employee morale. This indicates a positive relationship between employee performance and the work environment. The results showed that the work environment had a positive (unidirectional) and significant (significant) effect on employee performance variables. That is, for every increase in the value of the work environment by 1 unit, it will also increase the performance of the Pinrang Police staff by 0.232. Thus, this study accepts the H3 hypothesis, namely, that the work environment significantly affects employee performance. When employees are motivated, their performance will increase, and they will achieve the desired results and job goals.

The results of this study prove that the work environment has a vital role for agencies because it can affect employee performance. An inadequate work environment will reduce performance and ultimately reduce employee motivation. Suppose an employee likes the work environment where he works. In that case, the employee will feel at home in his workplace to carry out activities so that work time is used effectively and is optimistic that employee performance is also high. Based on the simultaneous test shows that the variable transformational leadership style, work motivation, and work environment together have a significant influence on employee performance variables. The influence of the independent variable on the dependent variable is 0.758 or 75.80%. This shows that the variables of transformational leadership style, work motivation, and work environment can only partially influence the performance of Polres Pinrang employees. There are still, 24.20% of the performance of Pinrang Polres employees influenced by other variables not involved in this study.

## 6 Conclusion

Of the three independent variables, which has a more dominant influence on the performance of Pinrang Polres employees is the work motivation variable. This is due to the coefficient value indicated by the work motivation variable, which is 0.428, which is more dominant when compared to the coefficient value of the transformational leadership style variable of 0.391 and the coefficient value of the work environment variable of 0.232. This is to the objective conditions that exist at the Pinrang Polres, where employees who achieve work targets and work optimally receive rewards from the leadership in the form of recognition, allowances, compensation, and promotion so that work motivation is further enhanced in the form of fulfilled physiological needs of employees, security guarantees at work, harmonious interactions between employees, appreciation for performance achievements and self-actualization, the higher the performance of Pinrang Police officers. The motivation of employees in their daily work activities is giving the best performance to get a higher position.

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