PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN LINGKUNGAN KERJA TERHADAP KINERJA PEGAWAI MELALUI KEPUASAN KERJA (SATUAN POLISI PAMONG PRAJA PROVINSI SULAWESI SELATAN)

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLES AND WORK ENVIRONMENTS TO EMPLOYEE PERFORMANCE THROUGH WORK SATISFACTION (PAMONG PRAJA POLICE UNIT SOUTH SULAWESI PROVINCE)

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Abstrak

Kata kunci : gaya kepemimpinan transformasional, lingkungan kerja, kepuasan kerja dan kinerja pegawai

Abstract
The success or failure of an organization depends on the activity and creativity of its human resources. For this reason, the main thing to consider is the role of a leader. The role of leadership is very large in motivating employees to work in accordance with work programs.
that have been set by the organization, in achieving the goals and objectives set by the organization. This study aims to determine and analyze the effect of transformational leadership style, and work environment on job satisfaction, to know and analyze the effect of transformational leadership style and work environment on employee performance, to find out and analyze the effect of job satisfaction on employee performance, and to find out and analyze the effect of transformational leadership style and work environment on employee performance through employee job satisfaction in the Civil Service Police Unit of South Sulawesi Province. To achieve these objectives, data collection techniques are carried out through observation and questionnaire distribution, using data analysis techniques namely descriptive analysis, validity and reliability testing, classical assumption tests, and path analysis. The results prove that the transformational leadership style and work environment have a positive and significant effect on employee job satisfaction. The effect of transformational leadership style and work environment on employee performance. The effect of job satisfaction provides a significant influence in improving employee performance. Mediation test results of the influence of transformational leadership style and work environment on employee performance through job satisfaction which shows that employee job satisfaction can mediate the influence of transformational leadership style and work environment on employee performance of the South Sulawesi Province Civil Service Police Unit.

Keywords: transformational leadership style, work environment, job satisfaction and employee performance

INTRODUCTION

In an organization leadership is a very important factor in determining the achievement of the goals set by the organization. Leadership is the central point and policy maker of the activities to be carried out in the organization. The success or failure of an organization depends on the activity and creativity of its human resources. For this reason, the main thing to consider is the role of a leader. The role of leadership is very large in motivating employees to work in accordance with work programs that have been set by the organization, in achieving the goals and objectives set by the organization.

To mobilize human resources, it is necessary to have a leadership role in directing, influencing and controlling work-related activities as well as influencing employee motivation to achieve specific organizational goals. A leader has his own style in leading an organization (Ilyas, Munir, & Sobarsyah, 2017). One of the leadership styles that is the focus of this research is the transformational leadership style. Transformational leadership is one of the things that affect employee job satisfaction, this is in accordance with the theory proposed by Siagian (2016: 57) that job satisfaction shows how much the level of seriousness and responsibility of employees in carrying out the tasks assigned. A leader must be able to realize employee satisfaction at work, in this case transformational leadership is needed by a leader, where the leader gives his attention to the problems faced by employees and the development needs of each of his followers by giving encouragement so that employees satisfied at work. Wiswari and Sudibya (2016), the results of research that transformational leadership affects employee job satisfaction. While the Thamrin research (2012) results of research that transformational leadership has no significant effect on job satisfaction. From a review of previous studies found a research gap.

Leadership style in addition to influencing job satisfaction, also affects employee performance. According to Robbins and Coutler (2010: 159) that transformation leaders are leaders who stimulate and inspire (transformation) subordinates to achieve extraordinary results. This shows that a leader with this leadership style will be able to motivate employees
to always work optimally. Applying appropriate transformational leadership can result in high employee performance, work motivation for employees, greater work results, and internal rewards. Transformational leadership style influences employee performance, Aulia, et al. (2015), found that transformational leadership style influences employee performance at PDAM Bondowoso Regency. Whereas the research of Sukarja and Machasin (2015) results of his research showed that leadership partially had no significant direct effect on employee performance. So it was discovered that there was a research gap.

Furthermore, the work environment needs to be considered by an organization, because a good work environment is very influential on employee job satisfaction, according to Afandi (2018: 64) work environment is a very important factor in the organization. A good work environment will support the existence of a high level of work productivity, so that it will be able to increase the productivity of the relevant agencies. A pleasant work environment for employees will lead to a sense of passion in working so as to provide job satisfaction for employees. Research by Aulia, et al. (2015), shows that the work environment influences employee job satisfaction in PDAM Bondowoso Regency. While Tjandra and Setiawan (2014) that the work environment has a positive and not significant effect on job satisfaction. So that in this study there are rispep gap results.

Further said by Afandi (2018: 65) that a conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment where he works, then the employee will feel comfortable at work, doing his activities so that work time is used effectively. Conversely, an inadequate work environment will reduce employee performance. Putra and Made's (2015) research found that the physical work environment had a positive and significant effect on employee performance. However, in contrast to the research of Sahlan, et al., (2015) partially the work environment did not have a significant effect on employee performance.

Transformational leadership and a good work environment can affect job satisfaction. Job satisfaction is one of the factors that play a role in increasing one's performance. Job satisfaction is the attitude or feeling of employees towards pleasant or unpleasant aspects of the work in accordance with the assessment of each employee, Badriyah (2015: 229).

Job satisfaction affects employee performance, as stated by As'ad (2016: 98) that management must be able to encourage human resources to remain productive in carrying out their respective duties, namely, by increasing job satisfaction so as to retain employees, employees who are satisfied will be more likely to be involved in organizations that can improve performance, while employees who are not satisfied will affect the course of the organization in achieving its goals. Although job satisfaction is interesting and important, the most fundamental thing is the effect of job satisfaction on the organization that will affect employee performance (Malthis & Jackson, 2015: 99). Research by Ria Mardiana Yusuf, et al. (2012), the findings that job satisfaction has a significant effect on employee performance. In contrast to Dhermawan (2012) found no significant effect between job satisfaction on employee performance, so there is a research gap in this study.

Achieving organizational goals is one of the determining factors in improving employee performance. Because with an increase in employee performance, it will affect the success of a government organization in achieving goals, both short-term and long-term. Employee performance according to Busro (2018: 89) is the work that can be achieved by both individual and group employees in an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission, and goals of the organization concerned by including the ability, perseverance, independence, the ability to overcome problems within the time limit given legally, does not violate the law and in accordance with morals and ethics. Job satisfaction is used as a variable between transformational leadership style on employee performance, according to Nugroho's research
(2018) that job satisfaction has a role in mediating the influence of transformational leadership style on the performance of employees of PT. PLN (Persero) Lampung Area Metro Distribution. Whereas Dewi (2013) found that transformational leadership style had indirect effect on employee performance. Then the work environment influences performance through job satisfaction, Chandra (2018) found a positive and significant effect on the work environment on employee performance through job satisfaction, while Lestari, et al. (2014) the results of the study that job satisfaction does not significantly moderate the influence of the environment and competence on employee performance (at the Banking Company in Pekanbaru City), so there is a research gap.

This research was conducted at the South Sulawesi Provincial Government Office. As one of the organizations engaged in the field of government agencies, by focusing research on the Civil Service Police Unit, it is very necessary to have a high performance from each employee, because so far the problem that occurs is that the performance of the Civil Service Police Unit is still considered to be less than optimal. Based on observations made that the leadership lacks inspiration or encouragement for each employee to achieve maximum work results, besides that the leadership lacks monitoring or monitoring all work activities carried out by each employee. In addition, it is seen from the phenomenon of the work environment that so far there has been no good cooperation between fellow employees, a work environment that does not support work activities, as well as lack of good communication between subordinates and superiors, so this has an effect on employee performance. Then other problems related to job satisfaction, it can be seen that employees are less satisfied, especially related to the provision of salaries, benefits and incentives for each employee, so that the impact on the achievement of employee work results.

LITERATURE REVIEW

The literature review used in this study is related to the research variables used namely:

A. Transformational Leadership Style

Transformational leadership as a leader who is able to empower his subordinates to further improve their performance not solely on the basis of themselves but to prioritize the interests of the community (groups). On the other hand, he also pays attention to the humanity aspects of his subordinates by respecting them as a fact of being that has existence and essence. Badeni (2013: 136) argues that transformational leadership is leadership that seeks to change the status quo and realize a certain vision of what an organization or company should look like. " This is done by manifesting the vision of the members and instilling values that can bring change towards the development of members and the organization.

B. Understanding the Work Environment

The work environment is a very important factor in the company. A good work environment will support the existence of a high level of work productivity, so that it will be able to increase the productivity of the company concerned. A pleasant work environment for employees will be able to cause a feeling of excitement in working so as to avoid feeling bored and tired, if the work environment cannot be met according to the needs of employees, it can lead to boredom and fatigue so that it will reduce the employee's work enthusiasm that ultimately employees do not carry out tasks -the task effectively and efficiently.

Isyandi (2014: 134) that the work environment is something that exists in the environment of workers who can influence themselves in carrying out tasks such as
temperature, humidity, ventilation, lighting, noise, workplace cleanliness and inadequacy of work equipment.

C. Employee Performance

Companies that build competitiveness through HR as a competitive advantage then the employee performance appraisal system in the organization must have the distinguishing power to determine outstanding employees, who deserve incentives and potential to be developed. This shows that performance appraisal must be seen as an organization's strategic activity to promote performance, development, protect rights (in the form of compensation), and measure employees' obligations and responsibilities in carrying out their duties. From the results of this performance evaluation the leadership of the organization will find out the employee's performance that has been achieved in a certain time period. Therefore, every organization must have performance management as a central part of competitive advantage through the role of HR and carry out business strategies oriented to customer needs.

According Sedarmayanti (2016: 284) said that performance is the work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization concerned legally, not violating the law and in accordance with moral or ethical.

D. Job Satisfaction

Job satisfaction is the result of labor related to work motivation. Job satisfaction is the sum of job satisfaction (from every aspect of work) multiplied by the degree of importance of the work aspect for individuals. An individual will feel satisfied or dissatisfied with his work, and this is something that is personal, that depends on how the individual perceives a suitability or conflict between his desires and the results of his output.

Martoyo (2015: 156) that job satisfaction is intended as an emotional state of employees where there is an intersection between the value of employee work services from a company / organization and the level of service value desired by the employee concerned.

RESEARCH METHODS

Location and Research Design

The location of the study was conducted at the Civil Service Police Unit in South Sulawesi Province, located on Jalan Urip Sumoharjo No.269. The approach that will be used to examine the source of the problem in this study is a quantitative approach that is associative because this research aims to determine the relationship between two or more variables. According to Sugiyono (2016: 13), quantitative research methods can be interpreted as research methods based on positivism philosophy, used to examine populations or specific samples, quantitative / statistical data analysis with the aim of testing hypotheses that have been set.

Population, Samples and Sampling Techniques

Population according to Sugiyono (2016: 61) is a generalization area that consists of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. From the definition above, the population in this study are employees who work at the Civil Service Police Unit of South Sulawesi Province, totaling 128 people, by using the Slovin formula, a total sample of 97 respondents was obtained. The criteria for determining the sample are employees who have a working period of more than 1 year, and are directly involved in handling problems.
Data collection technique

Data collection techniques used to obtain information and data as well as possible with the assumption that the target of writing can be achieved are:

a. Observation is a research technique carried out by holding observations or observations directly at the research location. This is intended to obtain data in the field.

b. Interview is a research technique carried out by conducting interviews directly with the leadership, and other staff within the scope of the Civil Service Police Unit in connection with the information and data needed.

c. Documentation

Documentation is a data collection technique that is done by collecting a number of written data, important documents and a number of literature and library materials.

d. Questionnaire is a way of collecting data by giving data or distributing a list of questions to respondents, with the hope that they will provide responses to questions in the form of questionnaires that have been distributed to be filled in with respondents.

Data analysis method

Quantitative analysis is a data analysis method that requires statistical and mathematical calculations. To simplify the analysis, SPSS version 24.0 is used. The analytical tools used are as follows:

1. Qualitative analysis is an analysis that describes / illustrates the transformational leadership style and work environment on employee performance, through job satisfaction.

2. Test Validity and Reliability

a. Validity test

Validity test is used to measure what should be measured, the research results are said to be valid if there are similarities between the data collected and the data that actually occurs on the object under study. Questionnaire items are said to be valid if they have a correlation value above 0.30.

b. Reliability Test

Reliability test is the level of reliability of the questionnaire, a reliable instrument is an instrument that, if used several times to measure the same object, will produce the same data. Statement items in the questionnaire are said to be reliable if the results of the Alpha \( \alpha > 0.60 \) Ghozali, (2016) statistical test results.

3. Classical Assumption Testing

a. Multicollinearity Test

Problems that might arise in the use of multiple regression equations are multicollinearity, which is a condition where the independent variable is correlated with other independent variables or an independent variable is a linear function of other independent variables.

b. Heteroskedacity Test

The heteroskedacity test aims to test whether in the regression model there is an inequality of variance from the residuals of observations to other observations. A good regression model is one that does not occur heteroskedacity. Methods that can be used to detect heteroscedastic symptoms include: the graph method, park glacier, rank spearman and barlett.

c. Normality test

The normality test aims to test whether the regression model, the dependent variable and the independent variable both have a normal distribution or not. A good regression model is having normal or near normal data distribution. Methods that can be used for normality include: graph analysis and statistical analysis.
4. Quantitative analysis, which is an analysis to test the effect of transformational leadership style and work environment on performance through job satisfaction using the formula quoted from the book Pardede and Manurung (2014: 27) can be seen through the formula below:

\[ Z = \beta_0 + \beta_1X_1 + \beta_2X_2 + \epsilon \]
\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + Z + \epsilon \]

5. Determination Coefficient Test (R2)
Analysis of the coefficient of determination is done to measure how much the independent variable is able to explain the change in the dependent variable.

6. Hypothesis testing of regression and correlation is used with the Partial Regression Testing analysis tool (t test), where according to Kuncoro (2011: 238) the statistical test t shows how far one explanatory variable individually in explaining the variation of the dependent variable.

**RESEARCH RESULT**

**Regression and Correlation Analysis**
Regression and correlation analysis was conducted to examine the influence and relationship of transformational leadership style, work environment on employee performance through employee employment decisions in the Civil Service Police Unit of South Sulawesi Province. In connection with the description above, one by one is described as follows:

1. **The influence of transformational leadership style and work environment on employee job satisfaction**
Based on the results of processed multiple linear regression data using the SPSS release 24 program, it can be presented through the following table:

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.651</td>
<td>.410</td>
<td>1.588</td>
<td>.116</td>
</tr>
<tr>
<td>Transformational leadership style</td>
<td>.422</td>
<td>.073</td>
<td>.461</td>
<td>5.789</td>
</tr>
<tr>
<td>Work environment</td>
<td>.458</td>
<td>.081</td>
<td>.450</td>
<td>5.645</td>
</tr>
<tr>
<td>R  = 0.636</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R²  = 0.404</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on table 1, the results of processed multiple linear regression data will be presented R square test which plays a role in measuring how far the ability of the model in explaining the variation of the dependent variable. From the R2 test results obtained adjusted R2 value of 0.391, this shows that employee job satisfaction can be explained by transformational leadership style and work environment. While the remaining 60.90% (1 - 0.391 x 100) variations in employee job satisfaction can be explained by variables outside the dependent variable, such as: compensation, work discipline, and employee work motivation.

Based on the results of processing multiple linear regression data processed using the SPSS release 24 program. The multiple linear regression equation can be described as follows: 

\[ Z = 0.651 + 0.461X_1 + 0.450X_2 \]
In connection with the description above, it can be described as follows: a) A constant value of 0.651 indicates that the transformational leadership style variable and work environment if the value is equal to 0 (constant) then employee job satisfaction is 0.651, b) The coefficient value of beta (\(\beta_1\)) equal to 0.461 with a positive value, this can be interpreted as the better transformational leadership style adopted by the supervisor of the South Sulawesi Province Satpol PP office will increase job satisfaction, and c) Beta coefficient value (\(\beta_2\)) of 0.450 with a positive value, this can interpreted that the better the work environment will be able to increase job satisfaction Satpol PP South Sulawesi Province employees.

2. Effect of Transformational Leadership Style, Work Environment and Job Satisfaction on Employee Performance

After the influence of the transformational leadership style and work environment (Model 1) will be tested the influence of transformational leadership style, work environment and job satisfaction on employee performance (Model 2) which can be presented through the following table:

Table 2. Processed Results of Regression Data on Transformational Leadership Styles and the Work Environment and Job Satisfaction of Employee Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.688</td>
<td>.368</td>
<td>1.871</td>
<td>.065</td>
</tr>
<tr>
<td>Transformational leadership style</td>
<td>.346</td>
<td>.075</td>
<td>.389</td>
<td>4.597</td>
</tr>
<tr>
<td>Work environment</td>
<td>.194</td>
<td>.083</td>
<td>.196</td>
<td>2.331</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>.354</td>
<td>.091</td>
<td>.365</td>
<td>3.882</td>
</tr>
</tbody>
</table>

\[ R = 0.714 \]

\[ R^2 = 0.509 \]

\[ \text{F count} = 32.20 \]

Based on the results of the processed SPSS data, the R2 test results obtained adjusted R2 value of 0.494, this shows that employee performance can be explained by 49.40% by an independent variable that is transformational leadership style, work environment and job satisfaction and the remaining 50.60% determined by other factors not included in this research model, such as: work motivation, work competence, leadership and work discipline.

In conjunction with the description above will be performed multiple linear regression analysis with linear equations namely: 

\[ Y = 0.389X1 + 0.196X2 + 0.365X3 \]

From the results of multiple linear regression equations, it can be interpreted as follows: a) The value of the transformational leadership style coefficient (\(\beta_1\)) is 0.389 with a positive value. This can be interpreted that if the transformational leadership style is applied by the leader well, it will be followed by an increase in employee performance at the South Sulawesi Provincial Civil Service Office, b) The coefficient of work environment (\(\beta_2\)) is 0.196 with a positive value. This can be interpreted that the better the work environment will have an impact in improving employee performance at the Office of the Civil Service Police Unit in South Sulawesi Province, c) The coefficient of job satisfaction (\(\beta_3\)) of 0.365 with a positive value. This research shows that the higher employee job satisfaction will be able to have an impact in improving employee performance at the Civil Service Police Office of South Sulawesi Province.
DISCUSSION

1) The influence of transformational leadership style on job satisfaction of Satpol PP employees

Based on the results of the regression equation, a beta coefficient (β1) of 0.461 is obtained and has a sign value, 0.000 < 0.05, this means that the leadership style has a positive and significant effect on employee job satisfaction, this can be interpreted the better the transformational leadership style adopted by superiors at the Satpol PP of South Sulawesi Province will increase employee job satisfaction. The results of the distribution of the questionnaire obtained empirical findings that the transformational leadership style carried out by the leadership so far has had a real influence in increasing employee job satisfaction at the Civil Service Police Unit. The reason is because from the perception of the average employee that the leader always encourages employees to solve work problems rationally / logically, the leader has given instructions to the employee how to complete a job, then the leader gives motivation to employees to work better, and the leader always gives advice which is very important for the development of every employee.

2) Effect of work environment on job satisfaction of Satpol PP employees

The results of the regression analysis equation then obtained the value of the beta coefficient (β2) of 0.450 and has a sign value, 0.000 < 0.05, so it can be said that the work environment has an influence on the work satisfaction of Satpol PP South Sulawesi Province employees. This is consistent with the theory put forward by Afandi (2018: 64) that the work environment is a very important factor in organizations. A good work environment will support the existence of a high level of work productivity, so that it will be able to increase the productivity of the relevant agencies. The findings in this study that the work environment already supports work activities, it can be seen that the existing work environment has been able to create a good working atmosphere because the existing lighting is supportive in the implementation of work and besides that the workplace already has a working atmosphere conducive.

3) The influence of transformational leadership style on the performance of Satpol PP employees

The coefficient value of the regression equation for transformational leadership style (β1) is 0.389 and the sign value, 0.000 < 0.05, this can be interpreted that the transformational leadership style if implemented by the leader well then it can be followed by an increase in employee performance at the Office of the Civil Service Police Unit of South Sulawesi Province. This is consistent with the theory put forward by Robbins and Coutler (2010: 159) that transformation leaders are leaders who stimulate and inspire (transform) subordinates to achieve extraordinary results. The findings in this study indicate that the transformational leadership style has a significant influence in improving employee performance, the reason being the transformational leadership style carried out by office leaders has played a role as expected by employees so as to improve the performance of employees of the South Sulawesi Civil Service Police Unit.

4) The influence of the work environment on the performance of Satpol PP employees

The results of the regression equation analysis obtained the value of the work environment coefficient (β2) of 0.196 and the sign value of 0.000 < 0.05, this can be interpreted that the better the work environment will have an impact in improving employee performance at the Office of the Civil Service Police Unit of South Sulawesi Province. This is consistent with the theory put forward by Afandi (2018: 65) that a conducive work environment provides a sense of security and allows employees to work optimally. Empirical findings in the study indicate that the transformational leadership style has a significant influence in improving employee performance, the reason being
that the transformational leadership style carried out by office leaders has played a role as expected by employees so as to improve the performance of employees of the Sulawesi Province Civil Service Police Unit South has been able to improve employee performance.

5) **The effect of job satisfaction on Satpol PP employee performance**

The coefficient value of job satisfaction ($\beta_3$) is 0.365 and has a sign value 0.000 < 0.05, this can be interpreted that job satisfaction has a positive and significant impact on employee performance in the Civil Service Police Unit of South Sulawesi Province, where the higher employee job satisfaction will be able to have an impact in improving employee performance at the Police Unit Office Civil Service of South Sulawesi Province. Job satisfaction affects employee performance, As'ad (2016: 98) stated that management must be able to encourage human resources to remain productive in carrying out their respective duties, namely by increasing job satisfaction so as to retain employees, employees who feel satisfied will more likely to be involved in organizations that can improve performance, while employees who are not satisfied will influence the running of the organization in achieving its goals.

6) **The influence of transformational leadership style on employee performance through job satisfaction**

Sobel test results regarding the effect of transformational leadership style on employee performance through employee job satisfaction obtained by the sign value = 0.000. Because the sig value is 0.000 < 0.05, it can be said that employee job satisfaction can mediate the influence of transformational leadership style on employee performance, which means transformational leadership style can increase employee job satisfaction so that it has an impact on improving employee performance in the South Sulawesi Civil Service Police Unit. This study is in line with research conducted by Aulia, et al (2015) found that there is an influence of transformational leadership style on employee performance through job satisfaction and there is an influence of work environment on employee performance through job satisfaction.

7) **The influence of the work environment on employee performance through job satisfaction**

Based on the results of the sobel test regarding the effect of the work environment on employee performance through employee job satisfaction obtained sign value = 0.001. Because the sig value of 0.001 < 0.05 so it can be said that employee job satisfaction can mediate the influence between work environment on employee performance which means that with a good work environment can increase employee job satisfaction so that it has an impact in improving employee performance in the Provincial Civil Service Police Unit South Sulawesi.

**CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of research and discussion that has been described in the previous chapter, it can be drawn several conclusions from the results of the analysis in this study are as follows:

1) The results of the research hypothesis test prove that the transformational leadership style has a positive and significant effect on employee job satisfaction. In other words, the transformational leadership style has a significant influence in increasing job satisfaction of South Sulawesi Province Civil Service Police Unit employees.

2) The effect of the work environment on job satisfaction which shows that the work environment has a positive and significant effect on employee job satisfaction. Which can be interpreted that the work environment provides a significant influence in
increasing the job satisfaction of employees of the Civil Service Police Unit of South Sulawesi Province.

3) The influence of transformational leadership style on employee performance which shows that the transformational leadership style has a significant influence in improving employee performance in the Civil Service Police Unit of South Sulawesi Province.

4) The influence of the work environment on employee performance which shows that the work environment has a positive and significant effect on the performance of employees of the South Sulawesi Province Civil Service Police Unit, which means the work environment has a significant influence in improving the performance of the employees of the South Sulawesi Province Civil Service Police Unit.

5) The effect of job satisfaction on employee performance which shows that employee job satisfaction has a positive and significant effect on employee performance. The findings in this study indicate that job satisfaction has a significant influence in improving the performance of employees of the Civil Service Police Unit in South Sulawesi Province.

6) The mediation test results of the influence of transformational leadership style on employee performance which shows that employee satisfaction of the Civil Service Police Unit which means transformational leadership style can increase job satisfaction which has an impact on employee performance.

7) Mediation test results influence the work environment on employee performance through job satisfaction which shows that employee job satisfaction can mediate the effect of work environment on employee performance. This means that the work environment can increase employee job satisfaction which has an impact on the performance of South Sulawesi Province Civil Service Police Unit employees.

The suggestions that can be given in connection with the results of this study can be described as follows:

1) It is better to increase job satisfaction that has an impact on improving employee performance, so the need to improve instructions for each employee in completing work.

2) Efforts to support the management of work, the need to add lighting in each workplace in order to improve work performance.

3) The need for each employee to further improve the implementation of work in accordance with the tasks assigned.

4) The need for employee attention to improve standards of work performance better in order to improve the quality of completion of work better.

5) It is recommended for future research to examine other factors that affect job satisfaction and employee performance, such as: compensation, work motivation, and HR development.

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