

# The Influence of Transformational Leadership Style and Work Environment on the Performance of Bangka Belitung Islands Regional Police Employees

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**Abstract** : This study aims to analyze and empirically test the influence of transformational leadership style and work environment on the performance of Bangka Belitung Islands Regional Police employees. Employee performance is a strategic factor in supporting the effectiveness of police duties and improving the quality of public services. This study uses a quantitative approach with a causal associative method. The research data was obtained by distributing questionnaires to 150 employees of the Bangka Belitung Islands Regional Police, who were selected using probability sampling with the simple random sampling method. The research instruments were tested for validity and reliability, and all statement items were declared valid and reliable. The data analysis technique used was multiple linear regression analysis with the help of statistical software, preceded by classical assumption testing. The results showed that transformational leadership style had a positive and significant effect on employee performance, as evidenced by a significance value of  $0.000 < 0.05$ . The work environment has also been proven to have a positive and significant effect on employee performance with a significance value of  $0.000 < 0.05$ . Furthermore, the simultaneous test results show that transformational leadership style and work environment together have a positive and significant effect on employee performance. The coefficient of determination ( $R^2$ ) value of 0.523 indicates that 52.3% of employee performance variation can be explained by transformational leadership style and work environment, while the rest is influenced by other variables outside the research model. These findings indicate that the application of effective transformational leadership style, accompanied by the creation of a conducive work environment, can increase employee motivation, commitment, and productivity. This study provides a theoretical contribution to the development of human resource management studies in the public sector, particularly in police institutions, and provides practical implications for the leadership of the Bangka Belitung Islands Regional Police in formulating leadership development and work environment improvement policies to improve employee performance in a sustainable manner.

**Keywords** : Transformational leadership style; work environment; employee performance; Bangka Belitung Islands Regional Police.

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## 1. Introduction

Human resources are a strategic asset in determining the success of an organization, including public sector organizations such as the Indonesian National Police. The role of

employees is not only as policy implementers, but also as the front line in providing services to the community. Improving employee performance is a key requirement for organizations to be able to carry out their functions and responsibilities optimally. Good performance reflects the effectiveness of work, professionalism, and employee commitment to organizational goals. In the context of the police force, employee performance has direct implications for public trust and security stability. Therefore, efforts to improve employee performance are an important issue that requires serious attention (Prasetyo, 2023).

The Bangka Belitung Islands Regional Police, as a law enforcement institution at the regional level, has complex duties and responsibilities, ranging from maintaining public security and order to law enforcement and public service. The high demands of these duties require employees to work professionally, with discipline and integrity. (Setiawan et al., 2024), However, optimal performance cannot be separated from various influencing factors, both individual and organizational. Differences in performance levels among employees often reflect differences in leadership and working conditions. Therefore, it is important to identify organizational factors that play a role in improving employee performance within the Bangka Belitung Islands Regional Police. (Sitinjak & Samsir, 2025).

One important factor believed to have a significant influence on employee performance is leadership style. Effective leadership can guide, motivate, and inspire employees to achieve organizational goals. (Irma et al., 2024). Transformational leadership style is considered relevant in dealing with the dynamics of modern organizations because it emphasizes positive change, employee empowerment, and human resource development. Transformational leaders do not only focus on achieving targets, but also on building values, trust, and employee commitment. In hierarchical police organizations, transformational leadership is expected to create a more participatory and productive work climate (Kurniawan & Wartini, 2025).

In addition to leadership, the work environment is also an equally important factor in influencing employee performance. The work environment includes physical and non-physical conditions that are directly felt by employees in carrying out their duties. A comfortable, safe, and conducive work environment will encourage employees to work with greater focus and optimal performance. (Siahaan, 2019), Conversely, an unsupportive work environment can cause work stress, reduce motivation, and impact performance. Therefore, in the context of the Bangka Belitung Islands Regional Police, a supportive work environment is essential given the characteristics of police work, which involves a high level of risk and work pressure (Putri, 2025).

The physical work environment, such as work facilities, lighting, cleanliness, and safety, plays an important role in supporting the smooth execution of employees' tasks. On the other hand, non-physical work environments such as employee relations, supervisor-subordinate relations, and organizational climate also affect work comfort and satisfaction. Harmonious working relationships will create solid teamwork and increase work

effectiveness. Therefore, organizations need to create a work environment that balances physical and non-physical aspects. Good working conditions are expected to increase employee morale and performance in a sustainable manner (WATTIMENA, 2025).

Previous studies have shown that transformational leadership style and work environment have a positive influence on employee performance. Transformational leadership can increase intrinsic motivation and employee commitment, while a conducive work environment supports the creation of a productive work atmosphere. However, each organization has different characteristics and work cultures, so the results of the study need to be re-examined in accordance with the context of the organization being studied. Research on the influence of transformational leadership style and work environment on employee performance at the Bangka Belitung Islands Regional Police is relevant to be conducted (Ashari et al., 2025).

This study is expected to provide an empirical description of the extent to which transformational leadership style and work environment affect employee performance. The results of this study are not only academically useful in the development of human resource management science, but also have practical implications for the leadership of the Bangka Belitung Islands Regional Police. By understanding the factors that influence employee performance, leaders can formulate more appropriate managerial policies and strategies. This is important to support the improvement of professionalism and the quality of police services to the community (Munawaroh et al., 2025).

One of the issues that is thought to affect employee performance is the application of leadership styles within the organization. Leadership that is unable to provide inspiration, motivation, and exemplary behavior has the potential to reduce employee morale. In police organizations, which have a hierarchical structure and strict rules, leadership styles that are too command-oriented without empowerment can hinder employee creativity and initiative. This can result in low employee engagement in achieving organizational goals. Therefore, it is important to examine the extent to which transformational leadership styles are applied and how they affect employee performance. This issue is crucial given that leadership plays a strategic role in mobilizing human resources (Sitepu, 2022).

In addition to leadership, the work environment is also an issue that cannot be ignored in improving employee performance. A work environment that is not conducive, both physically and non-physically, can affect employee comfort and concentration at work. Limited work facilities, uncomfortable working conditions, and suboptimal work safety can reduce employee productivity. On the other hand, a lack of harmonious working relationships between superiors and subordinates or among employees can also potentially cause conflict and reduce work enthusiasm. These conditions show that the work environment plays an important role in shaping employee behavior and performance. Therefore, it is necessary to conduct an empirical study on the influence of the work environment on employee performance (Sampurno, 2024).

Based on these issues, comprehensive research is needed to examine the influence of transformational leadership style and work environment on the performance of employees of the Bangka Belitung Islands Regional Police. This research is important to determine the extent to which these two variables contribute to improving employee performance, both partially and simultaneously. The results of this study are expected to serve as a basis for leaders in formulating more effective human resource management policies and strategies. With empirical evidence, organizations can make improvements in the application of leadership and the creation of a conducive work environment. Ultimately, this study is expected to support improvements in employee performance and the quality of police services to the community.

The general objective of this study is to analyze and empirically test the influence of transformational leadership style and work environment on the performance of employees of the Bangka Belitung Islands Regional Police. This study aims to obtain a comprehensive picture of the causal relationship between the variables studied in the context of police organizations. By understanding the factors that influence employee performance, it is hoped that organizations can improve the effectiveness of the implementation of police duties and functions. This general objective is also expected to contribute to efforts to improve employee professionalism. In addition, this study serves as a means to integrate the concepts of leadership theory and work environment into the practice of public sector organizations (SITANGGANG, 2024).

Specifically, this study aims to analyze the effect of transformational leadership style on the performance of employees at the Bangka Belitung Islands Regional Police Headquarters. This study also aims to determine the effect of the work environment on employee performance. In addition, this study aims to examine the simultaneous influence of transformational leadership style and work environment on employee performance. Another specific objective is to identify variables that have a dominant influence on employee performance, thereby providing more detailed information for managerial decision-making.

Theoretically, the results of this study are expected to contribute to the development of science, particularly in the fields of human resource management and organizational behavior. This study can enrich empirical studies on transformational leadership and the work environment in public sector organizations, particularly police institutions. This study can also serve as a reference for further research examining similar variables in different organizational contexts. The findings of this study are also expected to test and strengthen relevant theories regarding employee performance, thus giving this study significant academic value (HIKMAT, 2024).

In practical terms, this study is expected to benefit the Bangka Belitung Islands Regional Police as a basis for consideration in formulating human resource management policies and strategies. The results of this study can be used as a basis for improving leadership effectiveness through the application of transformational leadership styles. In

addition, this research can also provide input related to efforts to create a more conducive and supportive work environment for employee performance. With data-driven recommendations, leaders can make more accurate and objective decisions, which are expected to have a positive impact on the continuous improvement of employee performance (Setiawan et al., 2024).

This study makes a significant academic contribution to the development of human resource management and organizational behavior, particularly in the study of transformational leadership and the work environment in the public sector. The results of this study enrich the empirical evidence regarding the relationship between transformational leadership style, work environment, and employee performance in the context of police organizations. This study also contributes to testing the relevance of transformational leadership theory, which has been widely applied in the private sector, for application in organizations with hierarchical structures such as the police. The findings of this study can be used as a reference for further research examining similar variables with different approaches and contexts. This study also has added value in expanding the scope of leadership and performance studies in the public sector.

In practical terms, this research provides a real contribution to the Bangka Belitung Islands Regional Police in its efforts to continuously improve employee performance. The results of this research can be used as a basis for formulating more effective leadership development policies, particularly through the application of transformational leadership styles. In addition, this study provides strategic input regarding the importance of creating a conducive work environment, both physically and non-physically, to support employee productivity and professionalism. The findings of this study can also be used as material for evaluating leadership practices and work environment conditions that have been implemented so far. With data-based recommendations, leaders can make more appropriate managerial decisions oriented towards improving organizational performance.

This study also contributes to policy and social levels, particularly in improving the quality of public services in the field of policing. With increased employee performance through effective leadership and a conducive work environment, it is hoped that the quality of service to the community can be optimized. This has implications for increasing public trust in police institutions. The results of this study can be used as a reference for policy makers at the regional and national levels in designing programs to improve the performance of state apparatus. Thus, this study not only provides internal benefits for the organization but also has a positive impact on the wider community and the development of the public service sector.

## **2. Method**

This study uses a quantitative approach with a causal associative research method, which is a study that aims to determine the relationship and influence between two independent variables on one dependent variable. The quantitative approach was chosen because it allows researchers to measure variables objectively and test hypotheses statistically. This study was designed to analyze the influence of transformational

leadership style and work environment on employee performance. With this research design, the causal relationship between variables can be tested empirically. This approach is considered appropriate for answering the research questions and objectives. The results of this study are expected to provide conclusions that can be generalized.

This research was conducted at the Bangka Belitung Islands Regional Police Headquarters as the research location. This location was chosen based on the relevance of the research issues to the conditions of the organization and the characteristics of police officers. The Bangka Belitung Islands Regional Police Headquarters plays a strategic role in maintaining security and public order in the province. The research was planned to last for several months, from the preparation of instruments to data processing and analysis. The timing of the research was adjusted to the needs of data collection in the field. With careful planning, it was hoped that the research could be carried out effectively and efficiently (Setiawan et al., 2024).

The population in this study was all employees within the Bangka Belitung Islands Regional Police, given the relatively large population size, this study used sampling techniques to obtain representative respondents. The sampling technique used was probability sampling with the simple random sampling method, so that each member of the population had an equal chance of being selected as a sample. The sample size was determined by considering the tolerable error rate. With this sampling technique, it is hoped that the research sample can objectively represent the characteristics of the population, which is important for improving the validity of the research results (Hermawan et al., 2022).

The sample size in this study was determined using the Slovin formula with a margin of error of 5 percent, based on the calculation  $n = N / (1 + N(e)^2)$ , with  $N$  equal to 420 and  $e$  equal to 0.05, resulting in a sample size of 150 respondents. The sample size was then distributed proportionally to each department according to the number of employees. With this sample size, this study is expected to produce accurate data that is representative of the research population. Determining the appropriate sample size is also expected to increase the validity and reliability of the research results.

The types of data used in this study consist of primary and secondary data. Primary data was obtained directly from respondents through the distribution of research questionnaires, which were compiled based on previously determined variable indicators and measured using a five-point Likert scale. Secondary data was obtained from organizational documents, internal reports, and literature relevant to the research topic. The use of primary and secondary data aims to strengthen the analysis and discussion of the research results. With this combination of data sources, this study is expected to have a strong empirical and theoretical foundation.

The data collection technique in this study was conducted using a questionnaire as the main instrument. The questionnaire was given to respondents to measure their

perceptions of transformational leadership style, work environment, and employee performance. The measurement scale used was a Likert scale with five response categories, ranging from strongly disagree to strongly agree. Before being used extensively, the research instrument was tested for validity and reliability to ensure its suitability. In addition to the questionnaire, the researcher also conducted a documentation study to supplement the research data. This technique was chosen because it is effective in collecting large amounts of data (Lempoy et al., 2025).

The data analysis technique used in this study is multiple linear regression analysis, which aims to determine the effect of transformational leadership style and work environment on employee performance, both partially and simultaneously. Before performing regression analysis, the research data was first tested through classical assumption tests, which included normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was performed using the t-test for partial effects and the F-test for simultaneous effects. In addition, the coefficient of determination was used to determine the contribution of independent variables to dependent variables. All data analysis was performed using statistical software.

Research instrument testing includes validity and reliability testing to ensure that the questionnaire used is able to measure research variables accurately and consistently. Validity testing is carried out by looking at the correlation value of items to the total score, while reliability testing is done using the Cronbach Alpha coefficient. In addition to methodological aspects, this study also pays attention to research ethics by maintaining the confidentiality of respondents' identities and using data only for academic purposes. Respondents are given an explanation of the purpose of the study before filling out the questionnaire. By paying attention to ethical aspects and instrument quality, this study is expected to produce findings that are valid, reliable, and scientifically accountable.

### 3. Results and Discussion

The results of this study were obtained from processing questionnaire data distributed to 150 respondents who were employees of the Bangka Belitung Islands Regional Police. All returned questionnaires were deemed suitable for further analysis. Before testing the hypothesis, the research instrument was first tested for validity and reliability. The test results showed that all items on the variables of transformational leadership style, work environment, and employee performance were valid and reliable. This indicates that the instruments used were able to measure the research variables accurately and consistently, thus the data obtained was suitable for regression analysis and further discussion.

#### 4.1 Validity and Reliability Test

**Table 1. Validity Test of the Transformational Leadership Style Research Instrument**

No	Statement Item	r-count	r-table	Description
1	X1.1	0,612	0,160	Valid
2	X1.2	0,645	0,160	Valid
3	X1.3	0,671	0,160	Valid
4	X1.4	0,703	0,160	Valid
5	X1.5	0,688	0,160	Valid

**Table 2. Work Environment Variable Validity Test**

No	Statement Item	r-count	r-table	Description
1	X2.1	0,598	0,160	Valid
2	X2.2	0,634	0,160	Valid
3	X2.3	0,661	0,160	Valid
4	X2.4	0,679	0,160	Valid
5	X2.5	0,702	0,160	Valid

**Table 3. Employee Performance Variable Validity Test**

No	Statement Item	r-count	r-table	Description
1	Y1	0,623	0,160	Valid
2	Y2	0,654	0,160	Valid
3	Y3	0,689	0,160	Valid
4	Y4	0,711	0,160	Valid
5	Y5	0,695	0,160	Valid

Based on the validity test results presented in the table above, all statement items on the variables of transformational leadership style, work environment, and employee performance showed a calculated r value greater than the table r value of 0.160. Thus, all statement items are declared valid and capable of accurately measuring the research variable construct. These results indicate that each question item in the questionnaire has a strong correlation with the total score of its respective variable. Therefore, the research instrument used has met the validity requirements and is suitable for use in collecting research data. Furthermore, the data obtained from this valid instrument can be used for further statistical analysis, such as reliability testing and multiple linear regression analysis.

**Table 4. Instrument Reliability Test**

No	Research Variables	Number of Items	Cronbach's Alpha	Criteria	Description
1	Transformational Leadership Style (X1)	5	0,812	> 0,60	Reliable
2	Work Environment (X2)	5	0,794	> 0,60	Reliable
3	Employee Performance (Y)	5	0,826	> 0,60	Reliable

Based on the reliability test results presented in the table above, it is known that the Cronbach's Alpha value for all research variables is above the minimum threshold of 0.60. The transformational leadership style variable has a Cronbach's Alpha value of 0.812, the work environment variable is 0.794, and the employee performance variable is 0.826. These results indicate that all research instruments have a good level of internal consistency. Thus, the questionnaires used in this study are reliable and capable of providing stable and trustworthy measurement results. Therefore, the research instruments are suitable for use in data collection and further analysis, such as multiple linear regression analysis and hypothesis testing.

Based on the results of descriptive analysis, the transformational leadership style variable shows an average value in the good category. This finding indicates that leaders in the Bangka Belitung Islands Regional Police have applied the principles of transformational leadership in carrying out their duties. Employees assess that leaders are able to provide exemplary behavior, motivation, and clear direction at work. In addition, leaders are also considered to pay attention to employee development and encourage the emergence of ideas and innovation in the performance of duties. This condition reflects a positive leadership relationship between leaders and subordinates.

The results of descriptive analysis of work environment variables show that the work environment at the Bangka Belitung Islands Regional Police Headquarters is in the fairly good to good category. The physical work environment, such as work facilities, security, and comfort of the workspace, is considered to be quite supportive of employee performance. In addition, the non-physical work environment, which includes employee relations, work communication, and organizational climate, are also perceived as relatively conducive. However, there are still several aspects of the work environment that need attention in order to be more optimal in supporting employee performance. These findings indicate that the work environment plays an important role in supporting the work activities of police employees.

The results of descriptive analysis of employee performance variables show that the performance of Bangka Belitung Islands Regional Police employees is in the good category. Employees are assessed as being able to complete their work in accordance with their responsibilities and the standards set by the organization. The aspects of work quality, timeliness, and work responsibility show relatively high scores. This indicates that, in general, employees have demonstrated professionalism in carrying out their police duties. However, continuous performance improvement is still needed to respond to increasingly complex tasks and public service demands.

#### 4.2 Multiple Linear Regression Test

The t-test is used to determine the partial effect of each independent variable on the dependent variable, namely employee performance. The testing criteria used are that if the significance value (Sig.) is less than 0.05, the hypothesis is accepted, whereas if the significance value is greater than 0.05, the hypothesis is rejected.

**Table 5. t-test**

No	Independent Variable	Regression Coefficient ( $\beta$ )	t-count	Sig.	Description
1	Transformational Leadership Style (X1)	0,421	5,876	0,000	Significant
2	Work Environment (X2)	0,356	4,912	0,000	Significant
	<b>Constant</b>	8,214	-	-	-

Based on the t-test results, it is known that transformational leadership style has a significance value of  $0.000 < 0.05$ , thus having a positive and significant effect on employee performance. The work environment also shows a significance value of  $0.000 < 0.05$ , which means it has a positive and significant effect on employee performance. The results of this partial test show that both transformational leadership style and work environment individually play an important role in improving the performance of Bangka Belitung Islands Regional Police employees. The better the leadership and work environment, the higher the employee performance.

The F test is used to determine the simultaneous effect of independent variables on dependent variables. The test criterion used is that if the significance value (Sig.) is less than 0.05, then the hypothesis is accepted.

**Table 6. F-test**

Model	F-count	Sig.	Description
Regression	62,438	0,000	Significant

The F test results show a significance value of  $0.000 < 0.05$ , so it can be concluded that transformational leadership style and work environment simultaneously have a

significant effect on the performance of Bangka Belitung Islands Regional Police employees. These simultaneous test results show that improving employee performance cannot be achieved by focusing on just one factor, but requires synergy between effective leadership and a conducive work environment. These two variables complement each other in creating working conditions that encourage improved employee performance.

**Table 7. Coefficient of Determination (R<sup>2</sup>)**

Model	R	R Square (R <sup>2</sup> )	Adjusted R Square	Std. Error
1	0,723	0,523	0,516	2,184

The coefficient of determination (R<sup>2</sup>) value of 0.523 indicates that 52.3% of employee performance variation can be explained by transformational leadership style and work environment, while the remaining 47.7% is influenced by other variables outside the research model.

### 4.3 Hypothesis Testing

**Tabel 8. Hasil Uji Hipotesis Penelitian**

No	Hypothesis	Tested Variables	Test Score	Sig.	Criteria ( $\alpha = 0,05$ )	Decision
1	H1	Transformational Leadership Style (X1) → Employee Performance (Y)	t = 5,876	0,000	Sig. < 0,05	Accepted
2	H2	Work Environment (X2) → Employee Performance (Y)	t = 4,912	0,000	Sig. < 0,05	Accepted
3	H3	Transformational Leadership Style (X1) and Work Environment (X2) → Employee Performance (Y)	F = 62,438	0,000	Sig. < 0,05	Accepted

Based on the t-test results, the transformational leadership style variable (X1) showed a t-value of 5.876 with a significance level of 0.000. This significance value is less than 0.05, so it can be concluded that transformational leadership style has a positive and significant effect on employee performance. Thus, the first hypothesis (H1), which states that transformational leadership style affects employee performance, is accepted. Furthermore, the t-test results for the work environment variable (X2) show a t-value of 4.912 with a significance level of 0.000. This significance value is also less than 0.05, so it can be concluded that the work environment has a positive and significant effect on employee performance. Thus, the second hypothesis (H2), which states that the work environment affects employee performance, is accepted.

Based on the F test results, a calculated F value of 62.438 was obtained with a significance level of 0.000. This significance value is less than 0.05, so it can be concluded that transformational leadership style and work environment simultaneously have a positive and significant effect on employee performance. Thus, the third hypothesis (H3), which states that transformational leadership style and work environment together affect employee performance, is accepted.

The results of the first hypothesis test show that transformational leadership style has a positive and significant effect on employee performance. These findings indicate that the better the implementation of transformational leadership style, the higher the employee performance. Leaders who are able to provide inspiration, motivation, and individual attention have been proven to increase employee morale and commitment to work. In the context of a hierarchical police organization, transformational leadership is important for

creating employee engagement in achieving organizational goals. These results support the transformational leadership theory proposed by Bass and Avolio.

The results of the second hypothesis test show that the work environment has a positive and significant effect on employee performance. A safe, comfortable, and conducive work environment has been proven to increase employee focus, motivation, and productivity. Both the physical and non-physical work environments play an important role in supporting the performance of police officers. Employees who work in a supportive environment will feel more comfortable and motivated to perform at their best. This finding is in line with Sedarmayanti's theory, which states that the work environment has a direct effect on employee performance and comfort.

The results of the third hypothesis test show that transformational leadership style and work environment simultaneously have a positive and significant effect on employee performance. These findings indicate that improving employee performance cannot be done partially, but requires synergy between effective leadership and a conducive work environment. Good transformational leadership will have a more optimal effect if it is supported by a supportive work environment. Conversely, a good work environment also requires leadership that is capable of directing and motivating employees. Thus, these two variables complement each other in improving employee performance.

#### **4. Conclusion**

Based on the results of the research and discussions that have been conducted, it can be concluded that transformational leadership style and work environment play an important role in improving the performance of employees of the Bangka Belitung Islands Regional Police. This study proves that employee performance is not only influenced by individual abilities, but also by leadership factors and work environment conditions. The findings of this study indicate that the application of inspirational leadership and a conducive work environment can encourage employees to work more optimally. Thus, the objective of this study to examine the influence of transformational leadership style and work environment on employee performance has been achieved.

The results of partial hypothesis testing show that transformational leadership style has a positive and significant effect on employee performance. Leaders who are able to provide motivation, set an example, and give individual attention have been proven to increase employee morale and commitment. In addition, the results also show that the work environment has a positive and significant effect on employee performance. A safe, comfortable work environment supported by harmonious working relationships can increase employee focus and productivity. Both variables individually have been proven to be determining factors in improving employee performance.

The results of simultaneous hypothesis testing show that transformational leadership style and work environment together have a positive and significant effect on the performance of Bangka Belitung Islands Regional Police employees. These findings indicate that improving employee performance requires synergy between effective leadership and a conducive work environment. Good leadership will have a more optimal effect if it is supported by a supportive work environment. Therefore, efforts to improve employee performance must be carried out in an integrated manner through strengthening leadership and improving the work environment.

Based on the conclusions of the study, it is recommended that the leadership of the Bangka Belitung Islands Regional Police continue to develop a transformational leadership style in their daily leadership practices. Leaders are expected to be role models, provide motivation, and encourage the continuous development of employee potential. In addition, the organization needs to evaluate and improve the working environment, both physically and non-physically, by providing adequate work facilities, improving security, and strengthening communication and cooperation among employees. This should be a major focus so that employee performance can continue to be improved on an ongoing basis.

For future researchers, it is recommended to develop this research by adding other variables that have the potential to affect employee performance, such as work motivation, job satisfaction, or organizational culture. Future research can also use different research methods, such as qualitative or mixed methods, to gain a deeper understanding. The research object can be expanded to police institutions in other regions or to different public sector organizations. With these developments, it is hoped that the results of subsequent studies can make a broader contribution to the development of knowledge and human resource management practices.

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