

DETERMINANTS OF THE IMPROVEMENT OF EMPLOYEES' PERFORMANCE

Hadi Jauhari¹⁾

Business Management, Politeknik Negeri Sriwijaya
(hadievada@yahoo.com)

Evada Dewata²⁾

State Polytechnic Of Sriwijaya

Abstract. This study aimed to examine the effect of transformational leadership, transactional leadership, and individual characteristics and work environment to employee performance. In particular, it examined and provided information / perspective enhancement of employee performance through leadership patterns, individual characteristics and work environment at bureaus of Government Offices Administration of South Sumatera Province, Indonesia. The population was civil servants at bureaus of Government Offices Administration of South Sumatera Province, Indonesia and the total sample of 220 respondents. Methods of data analysis were Structural Equation Modeling (SEM). The results of this study indicated the significant positive effect of transformational leadership, individual characteristics of the employee satisfaction at bureaus of Government Offices Administration of South Sumatera Province, whereas transactional leadership had no effect on the work environment. The variables that contributed the most dominant influence was transformational leadership. There were partially and simultaneously significant positive effects of transformational leadership, individual characteristics, and the work environment to employee performance at bureaus of Government Offices Administration of South Sumatera Province. Only transactional leadership did not affect the performance of employees. The variables contributed the most dominant influence was characteristics of the individual, as opposed to other exogenous variables, and the work environment was not as an intervening variable meaning it could not strengthen the influence of transformational leadership, transactional leadership, individual characteristics and work environment to employee performance at bureaus of Government Offices Administration of South Sumatera Province, Indonesia.

Keywords: Transformational leadership, transactional leadership, performance.

I. INTRODUCTION

Civil Service Act No. 43 of 1999 and updated by Law No. 5 of 2014 concerning the State Civil Apparatus (ASN), Civil Servants (PNS) as government officials are obliged to provide services to the public in a professional manner. However, the current public perception of the professionalism of government employees is still low. The quality of public services in Indonesia is still far from expectations. Some of the things that are often complained by the people in the world of bureaucracy are the complicated, discriminatory, power-oriented service slow, more likely to be served rather than serving the public.

The performance of Civil Servants (PNS) is one of the important aspects that must be considered by government agencies. Table 1 shows the results of performance evaluation of employees at bureaus of Government Offices Administration of South Sumatera Province.

Based on the data below, during the years 2012-2014 the number of employees with performance assessment criteria Good and Very Good decreased while employees with performance assessment Fair, the numbers increased. Such information is an indication that there has been a decline in the performance of employees. This might indicate the problem in the performance of employees.

Table 1 The performance evaluation of employees at bureaus of Government Offices Administration of South Sumatera Province

Evaluation		Number of Employee		
Range	Category	2012	2013	2014
0 – 20	Very bad	0	0	0
21 – 40	Bad	75	72	78
41 – 60	Fair	305	315	306
61 – 80	Good	220	210	180
81 - 100	Very good	90	78	53
Total		690	675	617

Source: Secondary Data, 2015

One of the factors that can affect the performance of an employee is leadership. To achieve maximum performance of employees, use of appropriate leadership style of leadership is one factor that can drive, steer, guide and motivate employees to perform better at work. In connection with that, it needs leaders who understand the complexity of the rapidly changing global environment. Leadership style is one aspect of leadership that had been extensively studied, such as [14] showed that transformational leadership style will further improve employee performance, contrary [11], showed that transformational leadership negatively affect employee performance. Furthermore, [16] states transactional leadership style that is leaders who lead by using social

exchanges (or transactions) and research results [30], shows the transactional leadership has the positive influence on employee performance.

Another factor that can influence the performance of an employee is individual characteristics, both positive and negative behavior and character. [12] reveals the positive influence of individual characteristics on employee performance. On the contrary [7], shows the characteristics of the individual is not influence on employee performance.

One of the indicators of the performance of an employee is the work environment, that is, all the circumstances which were scattered around the workplace, will affect employees both directly and indirectly. The performance of an employee to perform his duties affected by the atmosphere or the state of the work environment. Therefore, when the atmosphere or the state of the working environment is good, then the employee morale is likely to increase, and vice versa. [2], showed positive influence on employee performance work environment.

Although, only few theory and the results of previous research on the influence of leadership style on the work environment, especially the work environment in government and the phenomenon that shows non-optimal performance of civil servants at bureaus of Government Offices Administration of South Sumatera Province, it is crucial to determine the factors that may affect the performance of civil servants based on the patterns of leadership, individual characteristics and work environment in order to provide services to the public interest.

For that the issues examined in this study is first, how leadership style (transformational leadership, transactional leadership) influence the working environment. Second, how individual characteristics influence work environment. Third, how the work environment influence on employee performance. And Fourth how leadership style (transformational leadership, transactional leadership) and the individual characteristics influence the performance of employees with a work environment as an intervening variable.

The results of this study were expected to contribute in terms of exploring the factors of employee performance improvement seen from the leadership style, individual characteristics, and work environment perspective in government.

II THEORETICAL FRAMEWORK AND HYPOTHESIS

2.1 The Influence of Transformational Leadership, Transactional Leadership, and individual characteristics of work environment

According to [13], the work environment is a composite of three major subenvironments viz: the technical environment, the human environment, and the organizational environment. In the work environment, especially in the organization of government, the role of a leader is very important that the organization can run well. Leaders in organizations can be forwarded in positions that are inside, for example, the head of the Bureau, Head of Section Chief, and so forth. According to [4], in [15] transformational leadership showed that leaders give consideration and

intellectual stimulation that is individualized and has charisma. According to [1] this has received considerable empirical support example [2], [26], [27], [21], four types of components of transformational leadership that are the idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation. Transformational leadership style will encourage intrinsic motivation, trust, commitment, and loyalty of subordinates [6]. This leader will try to create the atmosphere of a pleasant working environment for employees. When the work environment comfortable it will be very easy to make a difficult job becomes lunch easy to find a solution and resolution. The position of the leader will be more acceptable and close to the people you work with in the work environment. Based on these explanations, the following hypotheses was formulated:

H1: There was the significant influence of transformational leadership on the work environment.

Transactional leadership is a model of leadership style by focusing on the achievement of goals or targets but does not seek to develop responsibility and authority subordinate to the progress of subordinates [9]. As modeled by [4], transactional leadership is comprised of three fundamental dimensions: contingent reward, management-by-exception, and passive management by exception. Transactional leadership shows behaviors that leaders focus on interpersonal dealings between the leader and his subordinates. Organizations should be able to create conducive conditions for management, employees and who have the same official status within the organization to cooperate. Conditions that should be created is the friendly atmosphere, good communication, and self-control. Fostering good relationships with co-workers, employees and management must be done because we need each other. The working relationship forms psychological influence on employees. Based on these explanations, hypotheses was formulated as follows:

H2: There was significant influence of transactional leadership on work environment

Human resources in government agencies have a variety of individual characteristics that differ from one another. The difference of these individual characteristics will influence the attitudes and behaviors in the work [16]. The individual characteristics of the good employee in an optimal working environment are expected to improve comfort and minimize disruption. Instead, a bad working environment will cause disruption on work environment, it can even affect the health and safety. Based on these explanations, hypotheses was formulated as follows:

H3: There was a significant influence of the individual characteristics of the work environment.

H4: There was a significant effect of transformational leadership, transactional leadership and individual characteristics simultaneously on the work environment.

2.2 The Influence of Transformational Leadership, Transactional Leadership, Individual Characteristics and Work Environment on Employee Performance

Research results of [14], state that the transformational leadership style has a positive and significant impact on employee performance. The implementation of transformational leadership will improve employee performance, employees tend to be pleased to see the leadership firmly in taking decisions, impartially and do not harm any of the parties and the decision actually useful for employees and agencies. Employees will work well if they are directed and given instructions clearly. Direction and giving instructions as well as retrieval decision is the duty and responsibility of a leader. If there is effective leadership, it can affect an employee to work with better results. Based on these explanations, hypotheses was formulated as follows:

H5: There was the significant influence of transformational leadership on employee performance.

The initial concept of the transactional leadership proposed by Burns in 1978 and developed by [5]. Burns (1978) defines leadership as leadership transactional based transactions or exchanges that occur between leaders and subordinates. Transactional leadership according to [5], formed by factors such as rewards contingent (contingent reward), the active exception management (active management by exception), and exception management passive. Based on these explanations, the hypotheses was formulated as follows:

H6: There was significant influence of transactional leadership on employee performance

Characteristics of individuals are one of the factors that may affect employee performance. According to [22], indicators that can be used to measure personal characteristics in terms of ability (ability), values, attitudes (attitude) and interest (interest), an attitude that makes people happy would object situation or ideologue certain ideas, will improve the individual a sense of satisfaction in the work. Thus there is a positive relationship between individual characteristics of employee performance. Based on these explanations, the hypotheses was formulated as follows:

H7: There was the significant influence of individual characteristics on employee performance.

Good working environment and the physical working environment non-physical work environment [18], group of working environment can not be ignored. An organization should be able to reflect the conditions that promote cooperation between management, employees, and colleagues. The working environment in an organization is very important to note by the leadership of the organization. The working environment will have a direct influence on the officials who carry out the duties and expectations. An organization is required to be able to provide security and comfort for employees in work. The leadership of the organization should be able to create a climate and working atmosphere which can evoke a sense of togetherness and friendliness to achieve a common goal. The work environment can improve performance. Instead, an inadequate working environment will reduce performance.

Based on these explanations, the hypotheses was formulated as follows:

H8: There was the significant influence of employee performance in the work environment.

H9: There was the significant influence of transformational leadership transactional leadership, Characteristics of individuals and work environment simultaneously on employee performance.

III RESEARCH METHODS

3.1 Research Population and Sampling

The study population was civil servants at bureaus of Government Offices Administration of South Sumatera Province, which amounted to 10 bureaus. These samples included 220 respondents obtained by using proportionate stratified random sampling method.

3.2 Operational Definition and Measurement of Variables

Variables used by the author in this study were as follows:

1. Transformational Leadership Variable
The author adopted four instruments by [1] to measure the transformational leadership styles. Transformational leadership was measured by dimensions Effect of Ideal (X1.1), Motivation Inspiration (X1.2), Intellectual Stimulation (X1.3), and Individual Consideration (X1.4).
2. Transactional Leadership Variable
The author adopted three instruments by [4], to measure the transactional leadership styles, namely Contingent Reward (X2.1), Active Management By Exception (X2.2) and Passive Management By Exception (X2.3).
3. Individual Characteristic Variable
Variable Individual Characteristics (X3) consists of four dimensions: Values, Interests, Ability, and Attitude.
4. Work Environment Variable
Dimensions of the working environment in this research was divided into two namely: (a) the physical work environment, and (b) non-physical work environment.
5. Employee Performance Variable

The dimension of employee performance using six (6) dimensions adopted on specific behaviors of [2], the dimensions of job quality, dimensions Quantity Occupation, the dimensions of timeliness, dimensions Cost Effectiveness, dimension requirement for supervision, dimensions Impact Interpersonal.

3.3 Data source

Data source in this study was divided into two types:

1. The primary data obtained through questionnaires to the Employee at bureaus of Government Offices Administration of South Sumatera Province regarding transformational leadership, transactional leadership, individual characteristics, work environment and employee performance.

2. Secondary data, the data supported this research such as literature, the results of previous research, documentation or file obtained from the relevant parties.

3.4 Data analysis technique

Analysis of the data was the analysis of SEM or Structural Equation Modeling with application program Lisrell 8.70. This study used path analysis with two structural equation modeling and structural sub as follows:

$$\text{Work Environment} = 1 \text{ Kep. Transformational} + 2 \text{ Kep. Transactional} + 3 \text{ Individual Characteristics} + 1 \dots\dots\dots (3.1)$$

$$\text{Employee Performance} = 1 \text{ Kep. Transformational} + 2 \text{ Kep. Transactional} + 3 \text{ Individual Characteristics} + \text{Work Environment} + 2 \dots\dots\dots (3.2)$$

IV RESULTS AND DISCUSSION

4.1 Descriptive Statistics of Variables

Respondents to the Transformational Leadership was measured by four (4) dimensions of Intellectual stimulation, dimensions Individual consideration, Inspirational motivation dimension and the dimension of idealized influence, showing that the majority of respondents respond to the category of "moderate". Results of respondents indicated there might be feeling less satisfied employees against their leaders.

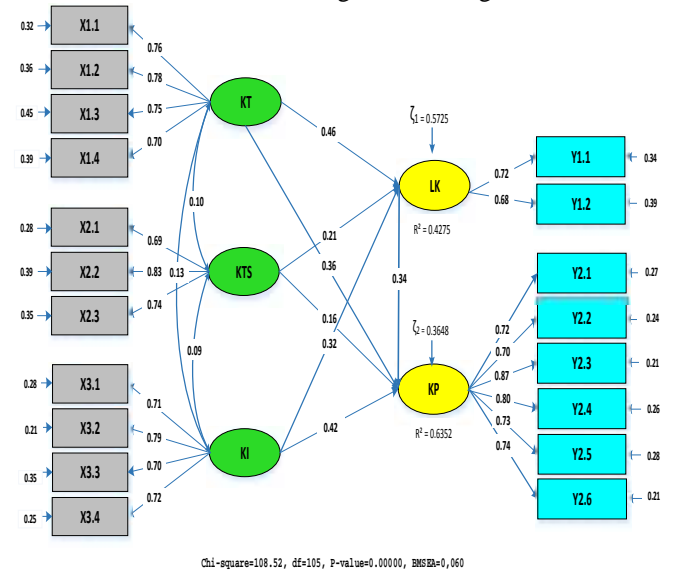
Transactional leadership was measured by two dimensions of Passive Management-by exception and Contingent Reward meaning that most respondents respond to the category of "moderate". These results indicated the respondents were less sympathetic and support to leadership. The individual characteristics are internal factors (interpersonal) that drive and influence the behavior of individuals. Variable Individual Characteristics measured using four dimensions of values, skills, interests and attitudes, meaning that most respondents to respond to the category of "moderate". The results of these respondents described the characteristics of quite a competent employee in carrying out functions and duties.

The working environment was measured by 2-dimensional non-physical work environment, and dimensions of the physical work environment, meaning that the majority of respondents to respond to the category of "moderate". Results of respondents indicated that the physical working environment and non-physical work environment, less noticed by the respondents, in other words, the work performed by the respondents regarded only as daily activity / routine work.

Employee Performance in at bureaus of Government Offices Administration of South Sumatra Province was in the category "Medium", meaning that the dimensions of job quality, dimensional quantity of jobs, the dimensions of cost effectiveness, the dimensions of the need for supervision, the dimensions of the impact of interpersonal and dimensions of timeliness, less noticed by employees who just watched the daily work routine that does not require an optimal result.

4.2. Hypothesis Testing Results of Causality of Research Variables

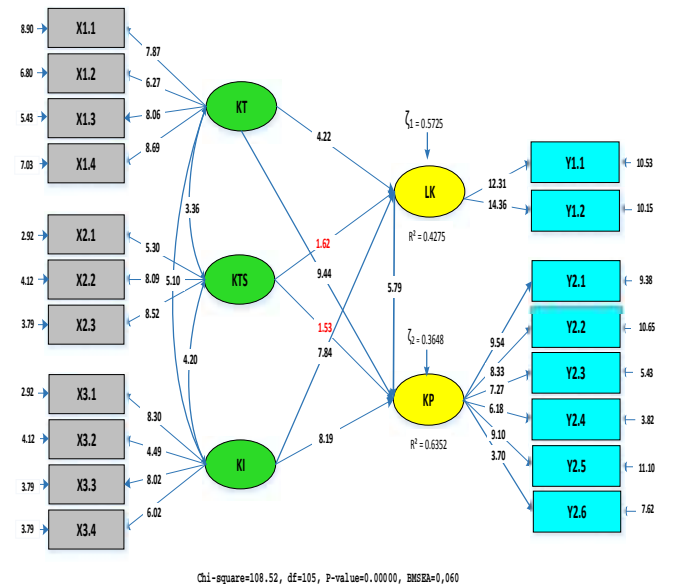
Results of testing the significance level of overall research variables shown in Figure 1 and Figure 2 below.



Source: Research Data, 2015 by LISREL 8.70
Figure 1. Full Model of Research Structure

Based on Full Model above, the structural equation was as follows:

- 1) $LK = 0.46*KT + 0.21*KTS + 0.32*KI$, $r = 0.5725, R^2=0.4275$
- 2) $KP = 0.36*KT + 0.16*KTS + 0.42*KI + 0.34*LK$, $r = 0.3648, R^2=0.6352$



Source: Research Data, 2015 by LISREL 8.70
Figure 2. T-Value Research Structure Full Model
Based on Figure 2, it can be described that:

- 1) Hypothesis 1 (The Influence of Transformational Leadership to Work Environment)
Results of testing hypotheses by transformational leadership partially showed positive and significant

influence to the work environment, t count $4,22 > 1.96$ (critical values). Inspirational Motivation Dimension (X1.2) was the most dominant dimension with the indicator of leader who could communicate high expectations in clear and attractive manner, raise morale, and inspire subordinates. While the Working Environment, the most dominant dimension was the dimension of NonPhysical Working Environment (Y1.2) with indicators of leadership and employee relations and relations among employees.

Partially transformational leadership had significant positive influence on the work environment, the more effective means of transformational leadership was applied, the better the atmosphere in the work environment at bureaus of Government Offices Administration of South Sumatera Province. Transformational leadership variable was strongly influenced by the most dominant dimension, Motivation Inspiration on indicators KT04 (My boss often give advice when I needed it). Based on the results of descriptive statistics, inspirational motivation dimension got the least responses from respondents (employees). This indicated that employees might be feeling less satisfied to their leader. A leader must be able to create conducive conditions to looking for something new which was not only oriented to problem-solving. The leader had to choose and maintain creative and independent employees and provide opportunities for them to innovate so that employees feel that transformational leadership that there still needs to be improved. The results of this study supported [28], that the role of transformational leaders increasingly required to create and maintain a healthy work environment. [20] also identified that the behavior and attribute of the transformational leader as "soft skills" that developed and created a healthy work environment.

2) Hypothesis 2 (The influence of Transactional Leadership to Work Environment)

Results of testing hypotheses transactional leadership variable partially showed no significant effect to work environment, t count $1.62 < 1.96$ (critical values). The dimension of Active Management-by exception was the most dominant dimension with indicators of leader who constantly monitor irregularities and mistakes made by employees and appreciate the work of employees. Transactional leadership would have no significant effect on the work environment, meaning that the high and low adoption of transactional leadership would not affect the working environment at bureaus of Government Offices Administration of South Sumatera Province. This indicated that transactional leadership style did not contribute to the creation of a work environment in government.

3) Hypothesis 3 (The Influence of Individual Characteristics to Work Environment)

Results of testing on hypothetical individual characteristics variable partially indicated positive and significant influence on the work environment, t count

$7.84 > 1.96$ (critical values). Dimensions of interest were the most dominant dimension to the work indicator in accordance with the ideals of the employee and the employee was able to utilize the maximum energy for continuous work. The individual characteristics had significant positive influence on the working environment, meaning that the better characteristics of the employee, the better the atmosphere of the work environment at bureaus of Government Offices Administration of South Sumatera Province. The characteristics of individuals variable were greatly influenced by the most dominant dimension of capability indicator KI26 (I was able to keep the balance of physical strength when it works). Based on the results of descriptive statistics, capability dimension got the least responses from respondents (employees). This indicated that the level of expertise and the competence of government officials.

4) Hypothesis 4 (The Influence of Transformational Leadership, Transactional Leadership, individual characteristics simultaneously to the Work Environment) Results of testing on hypothetical transformational leadership transactional leadership, individual characteristic variables simultaneously indicated significant effect to working environment with a coefficient terminated (R^2) of 0.4275, or 42.75%, while the rest of 0.5725 (57.25%) were other variables (Zeta /) that influence work environment, but not examined in this study. Transformational leadership variable was the most dominant influence on the work environment variable with the path coefficient (0.46 or 46%). There was a positive and significant effect of transformational leadership, transactional leadership, and individual characteristics simultaneously on work environment of employees at bureaus of Government Offices Administration of South Sumatera Province. Meaning that the better the transformational leadership, transactional leadership, and individual characteristics, the better improvement of a work environment. The underlying logic was that work environment of employees was determined by the application of good transformational leadership and transactional leadership and good characteristics of employees. Employee work environment was more conducive if these three variables were met. Thus, we can conclude that the leadership of transformational and transactional leadership effectively and the support of individual characteristics will be able to improve the working environment. This results supported [4] that transformational leadership and transactional leadership were something different but not as mutually exclusive processes. This indicated that leader could implement these in different circumstances.

5) Hypothesis to-5 (Influence of Transformational Leadership to Employee Performance)

Results of testing on hypothetical transformational leadership variable partially showed a positive and significant influence on employee performance, t count $9,44 > 1.96$ (critical values). In transformational

leadership variable, inspirational motivation dimension (X1.2) with the behavioral indicator of leaders who capable to communicate high expectations in clear and attractive manner, raise morale, and inspire subordinates to always be enthusiastic and optimistic in achieving organizational objectives. Transformational leadership is a significant positive effect on employee performance, meaning the more effective implementation of transformational leadership, the higher the performance of employees in government agencies Administrative Office of South Sumatra province. The results of this study indicate that 1) the leader has been able to give work instructions are clear, 2) leader has been able to inspire employees to complete the work according to operational standards applicable, 3) leadership has been able to encourage employee morale in accordance with the vision of the institution's mission, and 4) a leader able to work with his subordinates. The results of this study supported [14] and [25], that transformational leadership had the positive and significant impact on employee performance.

6) Hypothesis 6 (The Influence of Transactional Leadership to Employee Performance)

The test results on the sixth hypothesis transactional leadership partially showed no significant influence on employee performance, t count $1,53 < 1.96$ (critical values), where the dimensions of Active Management-by exception was the most dominant dimension. Transactional leadership did not significantly influence employee performance, meaning that high to low adoption of transactional leadership would not affect the work environment at bureaus of Government Offices Administration of South Sumatera Province. This indicated that this kind of transactional leadership style did not contribute to improving the performance of employees within a government.

7) Hypothesis 7 (The Influence of Individual Characteristics on Employee Performance)

Results of testing on hypothetical individual characteristic variable partially indicated the positive and significant influence on employee performance, t count $8,19 > 1.96$ (critical values). In the employee performance variable, timeliness dimension was the most dominant dimension with an indicator which works activities ranging from attendance and completion of work in accordance with the expected time. The individual characteristics had significant positive effect on employee performance, meaning that the better the individual characteristics of employees, the higher the performance of employees at bureaus of Government Offices Administration of South Sumatera Province. This study supported [29], that the individual characteristics that correspond to areas of competence of the employees would support better work.

8) Hypothesis 8 (The Influence of Work Environment to Employee Performance)

Results of testing hypotheses work environment variable partially indicated positive and significant influence to

employee performance, t count $5.79 > 1.96$ (critical values). Interests dimension was the most dominant dimension. There was a significant positive effect on employee performance on work environment, meaning that the better and conducive work environment for employees, the higher the performance of employees at bureaus of Government Offices Administration of South Sumatera Province. The dynamic work environment created good work environment atmosphere, good relationship/interaction among employees so that working atmosphere would be more comfortable and harmonious and employees would be more enthusiasm in improving their performance [8], [10], [23], [19], [17]. This result supported [24], that the work environment was designed and would affect not only the behavior/feelings of employees but also the performance of employees, the commitment and the creation of new knowledge in the organization.

9) Hypothesis-9 (The Influence of Transformational, Transactional Leadership, individual characteristics, Environmental Working simultaneously to employee performance)

Results of testing on hypothetical transformational leadership, transactional leadership, individual characteristics, and work environment variables simultaneously to the performance of employees resulted from coefficient determination (R^2) of 0.6352 or 63.52%. Individual characteristic variables were the variable most dominant influence on employee performance variables. There was the significant positive influence of transformational leadership, transactional leadership, individual characteristics and work environment simultaneously on employee performance at bureaus of Government Offices Administration of South Sumatera Province, that the duty to create work environment including promoting and improving well-being in order to improve employee performance. Aside from the work environment, one of the significant factors that influence employee performance was individual characteristics, namely values, interests, abilities and attitudes of the employees in completing work. Healthy work environment, as well as the involvement of employees, such as relationships with colleagues and managers, space for personal development, would be a positive influence on employee performance improvement. Thus it could be concluded that the efforts done by management to improve employee performance at bureaus of Government Offices Administration of South Sumatera Province, could be done by synergizing the implementation of leadership consistently, improving the individual characteristics and maintaining work environment of employees at bureaus of Government Offices Administration of South Sumatera Province.

VI CONCLUSION

The conclusion of this study included:

1. Partially and simultaneously, there were significant positive influences of transformational leadership, individual characteristics of the employee satisfaction at bureaus of Government Offices Administration of South Sumatera Province, whereas transactional leadership had no influence on the work environment. The variables that contributed the most dominant influence was transformational leadership.
2. Partially and simultaneously, there was a significant positive influence of transformational leadership, individual characteristics, and work environment to employee performance at bureaus of Government Offices Administration of South Sumatera Province, only transactional leadership that did not influence the performance of employees. The variables that contributed the most dominant influence that was individual characteristics, as opposed to exogenous variables other, and the work environment is not as an intervening variable meaning it could not strengthen the influence of transformational leadership, transactional leadership, individual characteristics and work environment to employee performance at bureaus of Government Offices Administration of South Sumatera Province.

VII RESEARCH LIMITATION

The limitation of this study was the use of primary data. The subjectivity of respondents leads to bias in respondents' answers. Therefore, the results of this study should be carefully interpreted.

REFERENCES

- [1] Avolio, B.J & Bass, B. M. 1995. Individual consideration viewed at multiple levels of analysis: A multilevel framework for examining the diffusion of transformational leadership. *The Leadership Quarterly*, 6, 199-218. [http://dx.doi.org/10.1016/1048-9843\(95\)90035-7](http://dx.doi.org/10.1016/1048-9843(95)90035-7)
- [2] Breevaart, K., bakker, A., Hetland, J., Demerouti, E., Olsen, O. K. & Espevik, R. 2014. *Daily transactional and transformational leadership and daily employee engagement*. *Journal of Occupational and Organizational Psychology*, 87, 138-157. <http://dx.doi.org/10.1111/joop.12041>
- [3] Bernardin, H. John dan Russel, J.F.A. 2013. *Human Resource Management. An Experiential Approach*. Sixth Edition. New York: McGraw-Hill International Edition
- [4] Bass, B.M. 1997. *Does Transactional-Transformational Leadership Paradigm Transcend Organizational and National Boundaries?*. *Journal American Psychologist*. 52:130-139.
- [5] Bass, B.M., B.J. Avolio, D.I. Jung & Y. Berson. 2003. *Predicting Unit Performance by Assessing Transformational and Transactional Leadership*. *Journal of Applied Psychology* Vol. 88, No. 2, p.207-218 <http://www.road.uww.edu>.
- [6] Colquitt A. Jason, Jeffrey A. Lapine, Wesson J. Michael. 2013. *Organization Behavior; Improving Performance and Commitment in the Workplace*, 1221 Avenue of the Americas, New York, NY 10020, Published by McGraw-Hill/Irwin, business unit of the McGraw-Hill Companies Inc.
- [7] Chandrakumara, Anil. Subashimi Senevirathne. 2009. *Impact of individual characteristics and cultural values on citizenship and task performance: experience of non-academic employees of universities*. International Employment Relations Association 17th Annual Conference IERA 2009 (pp. 19-38). Bangkok: College of Management Mahidol University.
- [8] Imran, Rabia, Afsheen Fatima, Arshad Zaheer, Imran Yousaf and Iram Batool. 2012. *How to Boost Employee Performance: Investigating the Influence of Transformational Leadership and Work Environment in a Pakistani Perspective*. *Middle-East Journal of Scientific Research* 11 (10): 1455-1462, 2012. ISSN 1990-9233. DOI: 10.5829/idosi.mejsr.2012.11.10.741
- [9] Ismail, A., Mohamad, M.H., Mohamed, H.A., Rafiuddin, N.M., Zhen, K.W.P., 2011., Transformational and Transactional Leadership Styles as a Predictor of Individual Outcomes. *Theoretical and Applied Economics*, Vol. 17 No. 6(547), pp. 89 - 104.
- [10] Khan, R., A.U. Rehman and I. Yousuf, 2009. *Influence of transformational leadership on employees performance: a pakistani perspective*. *International Journal of Accounting Information Science and Leadership*, 2(3): 53-60.
- [11] Mallajareng, H.Muhlis. 2014. *Leadership and Provincial Government Employee Performance: The Influence of Work Capability, Motivation and Behavior Relationship*. *Journal of Economics and Sustainable Development*. ISSN 2222-1700 (Paper). Vol.5, No.5, 2014.
- [12] Musriha. 2013. *The Impact of Individual Characteristics and Organization Culture on Performance and Career Development of Employees Case studies Five Star Hotel in Surabaya Indonesia*. *IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 14, Issue 3 (Nov. - Dec. 2013), PP 21-27*.
- [13] Opperman CS. 2002. *Tropical Business Issues*. Partner Price Water House Coopers.
- [14] Paracha, M. Umer. Adnan Qamar, Anam Mirza, Inam-ul-Hassan. Hamid Waqas. 2012. *Impact of Leadership Style (Transformational & Transactional Leadership) On Employee Performance & Mediating Role of Job Satisfaction" Study of Private School (Educator) In Pakistan*. *Global Journal of Management and Business Research*. Volume 12 Issue 4 Version 1.0 March 2012. ISSN: 2249-4588 & Print ISSN: 0975-5853.
- [15] Robbins, Stephen P. & Judge, Timothy A. 2015. *Organizational Behavior, Perilaku Organisasi*, Edisi Keenam belas, Jakarta, Terjemah: Ratna Saraswati dan Febriella Sirait. Jakrat: Salemba Empat
- [16] Robbins, Stephen P. Marry Coulter. 2012. *Management*, Eleventh Edition, New York, Pearson Education Prentice Hall.
- [17] Samson, Gitahi Njenga. & Maina Waiganjo. 2015. *Effect of Workplace Environment on the Performance of Commercial Banks Employees in Nakuru Town*. *International Journal of Managerial Studies and Research (IJMSR) Volume 3, Issue 12, December 2015, PP 76-89 ISSN 2349-0330 (Print) & ISSN 2349-0349 (Online) www.arcjournals.org*
- [18] Sedarmayanti. 2011. *Human Resource Management, Reforms and Civil Service Management*. Fifth printing. Bandung: PT. Refika Aditama.
- [19] Sekar, C. 2011. *Workplace Environment and its impact on organizational performance in public sector organizations*. *International Journal of Enterprise Computing and Business System International Systems, Vol. 1 Issue 1 January 2011*.
- [20] Shirey, M. R. 2006. *Authentic leaders creating healthy work environments for nursing practice*. *American Journal of Critical Care*, 15, 256-267.
- [21] Simola, S., barling, J. & Turner, N. 2012. *Transformational Leadership and Leaders' Mode of Care Reasoning*. *Journal of Business Ethics*, 108, 229-237. <http://dx.doi.org/10.1007/s10551-011-1080-x>
- [22] Subyantoro, Arief. 2009. *"Individual Characteristics, Characteristics The work, Organizational Characteristics and Job Satisfaction administrator who Mediated by Work Motivation (Studies on the board KUD in Sleman district) "*. *Journal of Management and Kewirausahaan*. Vol.11 No. 1, pp 11-19.
- [23] Sumra, S. 2005. *Working conditions of Teachers in Tanzania: a research report*. Dar es Salaam: Hakielimu

- [24] Taiwo, A. S. 2009. **The influence of work environment on workers' productivity: a case of selected oil and gas industry in Lagos, Nigeria.**
- [25] *African Journal of Business Management*, Vol. 4, pp. 299-307.
- [26] Thamrin, H.M. 2015. **The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and Employee Performance.** *International Journal of Innovation, Management and Technology*, Vol. 3, No. 5, October 2012.
- [27] Tse, H. H. M. & Chiu, W. C. K. 2014. **Transformational leadership and job performance: A social identity perspective.** *Journal of Business Research*, 67, 2827-2835. <http://dx.doi.org/10.1016/j.jbusres.2012.07.018>
- [28] Tyssen, A. K., Wald, A. & Spieth, P. 2014. **The challenge of transactional and transformational leadership in projects.** *International Journal of Project Management*, 32, 365-375. doi:10.1016/j.ijproman
- [29] Pourbarkhordari, Amin. Er Hua (Iris) Zhou1 Javad Pourkarimi. 2016. **Role of Transformational Leadership in Creating a Healthy Work Environment in Business Setting.** *European Journal of Business and Management*. ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online). Vol.8, No.3, 2016.
- [30] Pujiwati, Ami. Etty Susanty. 2015. **The Influence Of Individual Characteristics and Work Motivation On Employee Performance.** ^{2nd}Conference In Business, Accounting And Management (Cbam). ISSN: 2302-9791, Vol.2 No.1 May, 2015