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The Influence of Transformational Leadership Style, Work Environment, and Work Discipline on Employee Performance Through Motivation at Pt. Bestindo

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A R T I C L E I N F O

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A B S T R A C T

This study aims to analyze and test the direct and indirect effects of Transformational Leadership Style, Work Environment, and Work Discipline on Employee Performance through Work Motivation as a mediating variable at PT. Bestindo. This research adopts a quantitative approach with a descriptive-analytical design. The study population comprises all 255 permanent field employees across three branches of PT. Bestindo. The sampling technique employed non-probability sampling via purposive sampling, and the sample size was calculated using Yamane's formula, resulting in 156 respondents. Data were collected using online questionnaires measured on a Likert scale. Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS version 4.1.1.6. The findings demonstrate that: (1) Transformational Leadership Style has a positive and significant effect on Employee Performance. (2) Work Environment has a positive and significant effect on Employee Performance. (3) Work Discipline has a positive and significant effect on Employee Performance. (4) Transformational Leadership Style has a positive and significant effect on Work Motivation. (5) Work Environment has a positive and significant effect on Work Motivation. (6) Work Discipline has a positive and significant effect on Work Motivation. (7) Work Motivation has a positive and significant effect on Employee Performance. (8) Work Motivation significantly mediates the effect of Transformational Leadership Style on Employee Performance. (9) Work Motivation significantly mediates the effect of Work Environment on Employee Performance. (10) Work Motivation significantly mediates the effect of Work Discipline on Employee Performance. The practical implications emphasize the necessity of strengthening exemplary leadership, enhancing workplace atmosphere and physical facilities, enforcing time and attendance discipline, and fulfilling employees' recognition and physical well-being needs to boost intrinsic motivation and maximize employee performance.

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INTRODUCTION

Various organizations in Indonesia are moving in an increasingly dynamic business landscape, characterized by fierce competition, technological changes, rising and falling customer expectations, and efficiency demands that never recede. In a context like this, human beings as company resources who play an important role in all their activities have the responsibility of managing the operations of human resources and other resources to be more effective. This employee performance is the axis that determines the company's competitiveness. Not only because employees are strategy implementers, but because the quality of their performance is the most visible indicator of the effectiveness of managerial processes and organizational culture. The sustainability and progress of an organization at this time depends on the organization's ability to adapt and sustainably transform to changes that have been adjusted. (Septiana et al., 2023) (Andre & Santoso, 2022)

Measuring and evaluating employee performance is a crucial aspect in modern organizational management. Through an objective and structured appraisal system, companies can identify strengths and weaknesses, set strategies, and ensure that each employee contributes optimally to the organization's goals.

Employee performance is one of the main indicators of an organization's success in achieving business goals. However, various reports show that employee *engagement* is still a challenge in many companies, including in Indonesia. Based on the Gallup State of the Global Workplace 2026, only 27% of employees in Indonesia are classified as highly *engaged* to their work, while 68% are in the *category of not engaged* and the other 5% are actively *disengaged*. In addition, as many as 64% of Indonesian workers consider that now is a good time to look for a new job, while only 30% of workers feel that their lives are thriving. The findings indicate that most of the workforce still faces problems related to motivation, commitment, satisfaction, and attachment to the organization, which can ultimately have an impact on declining productivity and company performance. These conditions show that organizations need to strengthen human resource management practices through effective leadership, a conducive work environment, and improved work discipline in order to be able to build motivation and improve employee performance in a sustainable manner. (Gallup, 2026) .

THEORETICAL REVIEW

Employee performance is the result of work, both quality and quantity, achieved by employees in carrying out their duties according to their responsibilities (Mangkunegara, 2021). Performance reflects employee contributions to organizational goals and is the main indicator of an organization's success in achieving its strategic goals (Parashakti et al., 2020; Sjahruddin et al., 2023). This performance is influenced by leadership style, work environment, and work discipline, with motivation as a link.

Transformational leadership is a leadership style that inspires, motivates, and encourages employees beyond personal interests for a common goal (Bass & Riggio, 2006). This style changes the values, beliefs, and needs of subordinates

(Yukl, 2013) through ideal influence, inspirational motivation, intellectual stimulation, and individual attention. The work environment includes all facilities and infrastructure around employees that affect the implementation of work (Sedarmayanti, 2017), both physical such as facilities, spatial layout, lighting, and temperature, and non-physical such as communication, relationships between colleagues, support from superiors, and organizational culture (Bakotic & Babic, 2013; Rahmawati & Yuliana, 2021). Work discipline is awareness and willingness to obey organizational regulations and applicable norms (Hasibuan, 2019), as well as a manager's tool to change employee behavior according to organizational standards (Rivai, 2016). It manifests itself in the form of compliance with working hours, responsibility for tasks, and consistency of work according to standards (Damanik et al., 2023).

Motivation is a process that explains an individual's intensity, direction, and perseverance in achieving goals (Judge & Robbins, 2017; Luthans, 2011). The source can be intrinsic, such as the need for achievement and recognition, or extrinsic, such as salary, rewards, and a supportive work environment (Ryan & Deci, 2020; Prayogi & Yani, 2021). Motivation plays an important role in productivity, loyalty, and the achievement of organizational goals.

The relationship between variables is explained through two theories. Transformational Leadership Theory states that leaders improve performance by motivating followers through vision, inspiration, and the development of individual potential (Bass, 1990; Northouse, 2021). Organizational Behavior Theory states that individual behavior in an organization, including adherence to rules, is influenced by the environment, organizational structure, social relationships, and motivation, which ultimately determines work effectiveness (Judge & Robbins, 2017; Robbins & Judge, 2019).

Directly, all three independent variables have a positive effect on performance. Transformational leaders create a productive work environment and contribute 64.8% to performance (Krisdianti et al., 2024; Efendi, 2020). A conducive work environment increases comfort and reduces stress (Sinambela & Lestari, 2022; Miftahudin, 2024), while discipline creates regularity so that employees are more efficient in achieving targets (Sibagariang et al., 2025; Ekhsan, 2019). Motivation itself has been proven to be a key factor in improving performance (Ma'ruf, 2025; Mariana et al., 2025).

All three also increase motivation. Transformational leadership fosters enthusiasm through vision, pride, and the meaning of work (Tucunan et al., 2014; Mendrofa, 2021). A safe, comfortable, and respectful work environment for employees strengthens motivation (Rezita, 2014; Matualaga et al., 2024). Discipline makes employees more responsible and purposeful (Hayat et al., 2024; Anggrainy et al., 2018).

Therefore, motivation plays a role as a mediator. Transformational leadership, work environment, and work discipline increase motivation, then increased motivation drives performance, so that the influence is not only direct but also indirect (Nurlaela et al., 2025; Fridajani & Suyanto, 2025; Hafidzi et al., 2023; Marsudi, 2024; Al Anshory, 2024; Malomo & Apriyono, 2025).

METHODOLOGY

This research is quantitative and uses a descriptive-analytical approach with the aim of finding out the relationships between variables. The quantitative method is based on the philosophy of positivism, where data are objectively measured and statistically analyzed so that the results can be generalized. This study falls into the category of (Scott, 2018) *cross-sectional descriptive* because data is collected only once at a given time to describe the conditions of the variables at that time. (Hair et al., 2022)

In this study, the respondent criteria were set for all permanent employees working in the field of PT Bestindo until 2026. The determination of the sample size was carried out using the formula proposed by the Chair with a margin of error of 5% and a confidence level of 95%. The number of samples obtained in this study was based on the following opinions: Yamane (1973) Yamane (1973)

$$n = \frac{N}{1 + ne2}$$

Description :
n = Number of samples
N = Total population
e = Fault tolerance limit

Here are the calculations:

$$n = \frac{255}{1 + 255\ (0{,}05)^2}$$

$$n = \frac{255}{1+255\ (0{,}0025)}$$

$$n = \frac{255}{1+0{,}6375}$$

$$n = \frac{255}{1{,}6375}$$

n = 155,725= 156

Based on this calculation, from a total population of 255 people, a sample of 156 respondents was obtained. In this study, the number of samples was determined at 61% of the total population. The selection of the proportion aims to obtain an adequate number of respondents so that it is able to provide representative data according to the needs of the research. In this study, the following is the calculation of the sample percentage:

$$\text{Presentasi sampel } = \frac{\text{n}}{N} x100\%$$

Description :
n = Number of samples
N = Total population

$$\text{Presentasi sampel} = \frac{156}{255}\ x100\%$$
$$= 61.17\%$$
$$= 61\%$$

Table 1. Sample Calculation

Yes	Company Name	Population	Calculation Results	Number of Samples
1	PT. Bestindo Putra Perkasa	162	162 X 61% = 98.82	99
2	PT. Bestindo Center Container I	30	30 X 61% = 18.3	18
3	PT. Bestindo Center Container III	63	63 X 61% = 38.43	39
Total		255		156

Source : Data processed by Researcher (2026)

Based on the sample calculation, the distribution of samples in each branch was carried out proportionally according to the number of population in each company, namely 99 respondents from PT Bestindo Putra Perkasa, 18 respondents from PT Bestindo Center Container I, and 39 respondents from PT Bestindo Center Container III.

In this study, the researcher utilized primary data obtained through the distribution of an online questionnaire to respondents who matched the criteria. The data collected through Google Form was then processed using PLS SEM (Partial Least Square – Structural Equation Modeling). SEM is a statistical technique that functions to test the complex relationships between various variables, especially when the relationship cannot be explained simply through linear regression. This method can be considered as a combination of regression analysis and factor analysis. In data processing using this method, one of the software that can be used is SmartPLS (Partial Least Square).

RESULTS AND DISCUSSION

The discussion in this study was prepared to interpret the results of data processing using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method version 4.1.1.6. The overall hypothesis testing, both direct and indirect influences, proved significant. This discussion in-depth integrates the pre-research phenomena presented in Chapter I, the theoretical foundations and previous research in Chapter II, the methods established in Chapter III, and the empirical findings in Chapter IV.

The Influence of Transformational Leadership Style on Employee Performance

Based on the results of the hypothesis test, an Original Sample value of 0.319 was obtained with a T-statistic of 5.410 (> 1.96) and a P-value of 0.000 (< 0.05). These results prove that the Transformational Leadership Style has a positive and significant effect on the Performance of PT. Bestindo's employees, so that Hypothesis 1 is accepted.

These statistical findings provide empirical evidence for the pre-research problem in Chapter I, where 63% of employees previously assessed that leaders had not been good role models in the workplace. When leaders are able to transform into role models through *idealized influence*, provide inspiration through *inspirational motivation*, trigger creativity through *intellectual stimulation*, and provide individual attention through *individualized consideration*, then employee performance achievements that were previously limited can experience a real improvement.

Descriptively, the X1.13 indicator (individual consideration) of 3.44 was the main strength of this variable, but the X1.1 indicator (ideal leader) recorded the lowest score of 3.37. This indicates that improvements in the aspects of personal attention and individual encouragement from leaders are essential to maximize leadership drive towards achieving employee performance targets. These results are in line with the findings of previous research such as Krisdianti et al. (2024) , Srilestari and Indriyaningrum (2023), Sulistiawati and Yudianto (2022) which confirms that the effective implementation of transformational leadership contributes directly to improving employee effectiveness and performance in the organization.

The Influence of Work Environment on Employee Performance

Hypothesis testing resulted in an Original Sample value of 0.234 with a T-statistic of 4.360 (> 1.96) and a P-value of 0.000 (< 0.05), which shows that the Work Environment has a positive and significant effect on Employee Performance, so Hypothesis 2 is accepted.

These findings answer background problems related to the Mercer's Employee Engagement (2024) report, where physical work environment facilities in Indonesia are often complained about being below the regional average. At PT. Bestindo, the X2.1 indicator (work environment) recorded the lowest average value in its variable, which was 3.45. Improvements in physical facilities, lighting, air circulation, and workplace comfort are very crucial. A conducive work environment has been proven to be able to minimize technical obstacles and burnout, so employees can focus on completing tasks and achieving the company's targets to the maximum.

Descriptively, this variable obtained an average of 3.48 (Good category), with the main strength indicators at X2.10 and X2.11 with a score of 3.51 (availability of work facilities) which reflect the adequacy of facilities and the comfort of the workspace. However, the lighting and air circulation aspects of certain indicators still need improvement so that productivity does not decrease during high workloads.

These results reinforce previous research from Zhenjing et al. (2022) , , Aika et al. (2022) Miftahudin (2024) which found that the creation of conducive physical and non-physical work environments directly promotes improved employee productivity and work quality.

The Effect of Work Discipline on Employee Performance

The results of the hypothesis test resulted in an Original Sample value of 0.288 with a T-statistic of 6.683 (> 1.96) and a P-value of 0.000 (< 0.05), which proves that Work Discipline has a positive and significant effect on Employee Performance so that Hypothesis 3 is accepted.

This statistical evidence answers the pre-research phenomenon of Chapter I related to the fact that there are still indications of inpunctuality in task completion and SOP violations by 60% of respondents. Improving discipline, both time discipline, obedience to rules, and task responsibilities directly has an impact on minimizing the level of errors and efficiency of work time.

These findings are consistent with the descriptive results of the Work Discipline variable which achieved an average score of 3.56 (good category) with an indicator of X3.14 (completing work) as the highest value of 3.60 which shows the level of employee compliance with the company's standard work procedures. A very high T-statistical value (6.683) confirms that operational order is an absolute requirement in maintaining consistency in achieving targets. These results are in line with the findings of previous research such as Oppong and Wooton (2020) , Kirana et al. (2022) , which directly links a high discipline culture with the effectiveness of employee work completion in the field. Compliance with standard operating procedures (SOPs), punctuality, and a high sense of responsibility at PT. Bestindo has been proven to have a direct impact on minimizing work errors and improving the overall efficiency of employee work results. Izzah and Nugraheni (2024)

The Influence of Work Motivation on Employee Performance

Hypothesis testing resulted in an Original Sample value of 0.415 with a T-statistic of 5.773 (> 1.96) and a P-value of 0.000 (< 0.05), which proves that Work Motivation has a positive and significant effect on Employee Performance, so Hypothesis 4 is accepted. The effect size value (f2) of 0.347 indicates that Work Motivation plays an important role (medium to large category) in determining the high and low achievement of Employee Performance.

This statistical evidence directly answers the pre-research problem of Chapter I related to the lack of monthly performance targets due to the lack of internal performance encouragement in employees. High work motivation functions as the main driving engine that directs employee behavior towards achieving optimal work results.

Descriptively, the Work Motivation variable recorded an average of 3.65 (Good category). Indicators of achievement motivation and task completion responsibility are the main supporters of this variable, although the indicators of career development motivation still require managerial attention. These findings are in line with the results of previous research by Layek and Koodamara (2024)

, Manzoor et al. (2021) which proves that work motivation is a fundamental predictor variable that has a direct impact on the quality and quantity of employee performance.

The Influence of Transformational Leadership Style on Work Motivation

The results of the hypothesis test showed a path coefficient value (Original Sample) of 0.437, a T-statistic of 8.766, and a p-value of 0.000 ($p < 0.05$) which proved that the Transformational Leadership Style had a positive and significant effect on Work Motivation, so Hypothesis 5 was accepted. The effect size value (f2) of 0.421 confirmed that transformational leadership contributed to the large effect category on the formation of employee motivation.

These statistical findings provide empirical evidence for the pre-research problem in Chapter I, where 63% of employees previously felt less motivated and direct guidance from leaders when facing work constraints in the field. When leaders are able to implement inspirational transformational leadership patterns, the internal motivation of employees who were previously passive can be rekindled. Transformational leadership works deeply in the psychological realm of PT. Bestindo's employees. When leaders show a clear vision, provide trust, and value new ideas, employees feel recognized and have an important meaning in the organization. This feeling of being valued directly fuels employees' intrinsic motivation to work with a higher commitment.

Descriptively, indicators X1.12 and X1.13 (individual considerations) were the main strengths with a score of 3.44, but the X1.1 indicator (ideal leader influence) recorded the lowest score of 3.37. This indicates that improvements in personal approach and moral encouragement from leaders are essential to maximize staff work motivation. These findings support the results of previous research by , which confirmed that leadership that focuses on employee development and moral encouragement is able to significantly increase work motivation. Lee and Kuo (2019) Mendrofa (2021)

The Influence of Work Environment on Work Motivation

The results of the hypothesis analysis recorded an Original Sample value of 0.403 with a T-statistic of 6.922 (> 1.96) and a P-value of 0.000 (< 0.05), which proves that the Work Environment has a positive and significant effect on Work Motivation, so Hypothesis 6 is accepted.

This statistical evidence answers the pre-research phenomenon of Chapter I related to the complaints of 67% of employees regarding the condition of the workspace that is not conducive to the condition of the workspace and physical facilities that trigger boredom and mental fatigue at work. The arrangement of a comfortable and supportive work environment has been empirically proven to be able to restore employee enthusiasm and enthusiasm.

Descriptively, this variable achieved an average score of 3.48 (Good category), with the highest indicators being X2.10 and X2.11 with a score of 3.51 (availability of work facilities) which reflects the adequacy of physical work facilities. Thus, the indicator of the completeness of non-physical supporting facilities still recorded a lower score, indicating the need for a more harmonious work atmosphere to maintain motivational stability.

These results support the findings of previous research by , which proves that a conducive physical and non-physical work environment is directly proportional to the increase in motivation and emotional comfort of employees. A clean, safe, and well-equipped work environment is able to create a pleasant psychological atmosphere for employees. Employees who work in a safe and comfortable atmosphere feel valued by the company, which directly fosters enthusiasm and moral drive to make the best contribution every day. Matualaga et al. (2024) Sugiarti (2021) .

The Effect of Work Discipline on Work Motivation

The results of the hypothesis test showed an Original Sample value of 0.345 with a T-statistic of 5.915 (> 1.96) and a P-value of 0.000 (< 0.05); This figure proves that Work Discipline has a positive and significant effect on Work Motivation, so Hypothesis 7 is accepted. The effect size (f2) value of 0.270 shows that Work Discipline contributes to the influence in the medium category on increasing Work Motivation.

These statistical findings answer the issue of pre-research Chapter I regarding low awareness of rules among 60% of employees which has an impact on a decrease in the sense of responsibility and motivation to achieve. Fair and consistent enforcement of discipline has been shown to create an orderly work atmosphere, which ultimately provides a positive emotional boost for employees to work harder.

Descriptively, the Work Discipline variable achieved an average score of 3.56 (Good category), where the X3.13 and X3.14 indicators (completing work) were the strongest indicators with a score of 3.60. However, the indicator of self-awareness without supervisory supervision still needs to be improved so that order is not simply based on fear of sanctions. These findings strengthen the theory of Work Discipline from Hayat et al. (2024) , Santoso and Handayani (2022) which states that a high level of discipline has a positive and significant effect on the formation of employee work motivation.

The application of fair and transparent discipline creates job certainty and organizational fairness, so that the regular work climate fosters a very strong internal motivation in employees.

The Role of Work Motivation in Mediating the Influence of Transformational Leadership Style on Performance

The testing of the eighth hypothesis (H8) resulted in an indirect coefficient value (Original Sample) of 0.181 with a Sample Mean of 0.180, Standard Deviation of 0.038, a statistical T-value of 4.815 (> 1.96), and a p-value of 0.000 (< 0.05). The results of this statistical analysis prove that the H8 hypothesis is accepted, which confirms that the Transformational Leadership Style has a positive and significant indirect effect on Employee Performance through Work Motivation as a mediating variable. This finding also records the most dominant and strongest indirect influence path value among the three mediation hypotheses tested in this research model.

The empirical evidence provides a comprehensive answer to the pre-research problem in Chapter I, where 63% of employees previously assessed that the leader had not been a good role model and did not give emotional attention, thus having an impact on fluctuations in work motivation and the failure to achieve employee performance targets. These results prove that transformational leadership does not only work directly, but also works effectively through the burning of the internal work encouragement and enthusiasm of staff first, which in turn significantly boosts employee performance achievement at PT Bestindo.

Based on descriptive analysis, it was shown that the X1.13 and X1.12 indicators (individual considerations) were the main drivers of the leadership variable with an average of 3.44, which directly interacted with the Z.13 and Z.12 indicators (reward needs) in the Work Motivation variable which achieved the highest average of 3.69 and 3.68. However, the X1.1 indicator (ideal leader) which recorded the lowest score of 3.37 indicated that if the leader increases the moral drive personally, then the motivation and performance of the staff will increase much more optimally.

This is in line with and reinforces previous research by , which confirms that work motivation has been shown to play a significant role as a mediating variable that channels the influence of transformational leadership styles on employee performance improvement. Nurlaela et al. (2025) Ekhsan and Setiawan (2021)

The Role of Work Motivation in Mediating the Influence of the Work Environment on Performance

The ninth hypothesis (H9) test resulted in an indirect coefficient value (Original Sample) of 0.167 with a Sample Mean of 0.168, a statistical T-value of 4.302 (> 1.96), and a p-value of 0.000 (< 0.05). The results of this statistical test prove that the H9 hypothesis is accepted, which confirms that the Work Environment has a positive and significant effect on Employee Performance indirectly through Work Motivation.

These findings specifically answer the pre-research problem in Chapter I regarding the complaints of 67% of employees regarding the lack of comfort and adequate physical facilities in the workplace that trigger emotional fatigue and daily work burnout. The results of the analysis explain the psychological mechanism that the provision of a conducive, clean, and adequate workplace not only eliminates physical operational barriers, but is able to create a sense of comfort and motivation in employees, which ultimately encourages them to contribute optimal performance to the company.

When associated with the description of the descriptive indicators, the Work Environment variable is strengthened by the X2.10 and X2.11 indicators (available work facilities) with an average score of 3.51. The availability of these good facilities clearly supports employee work motivation as reflected in the Z.13 indicator (need for appreciation) with a score of 3.69, thus having a direct impact on improving the performance indicator Y.11 (punctuality) score of 3.76. Meanwhile, the X2.1 and X2.2 indicators (work atmosphere) which recorded the lowest score of 3.45 show that improvements in the aspects of lighting and comfort of air circulation in the physical environment of the workplace will

further strengthen the motivation and productivity of staff. The results of this test are in line with previous research by , which empirically proves that a conducive work environment has a positive and significant effect on employee performance with work motivation as a mediating variable. Lianasari and Ahmadi (2022) Marsudi (2024)

The Role of Work Motivation in Mediating the Influence of Work Discipline on Performance

The tenth hypothesis (H10) test resulted in an indirect coefficient value (Original Sample) of 0.143, a statistical T-value of 3.813 (> 1.96), and a p-value of 0.000 (< 0.05). The results of the analysis confirmed that the H10 hypothesis was accepted, which showed that Work Discipline had a positive and significant effect on Employee Performance through the mediation of Work Motivation.

These statistical findings answer the pre-research issue of Chapter I regarding the phenomenon of delays and untimely completion of tasks by 60% of employees due to the lack of optimal enforcement of work rules. This evidence explains that the enforcement of discipline and compliance with SOPs does not only function as a supervision mechanism, but is able to form an orderly and fair work climate that fosters a sense of responsibility and awareness of employees' internal moral impulses to work productively.

The linkage of the indicators shows that the Work Discipline variable is dominated by the strength of the indicators X3.13 and X3.14 (completing work) with an average score of 3.60. Compliance with this regulation strengthens the mentality and work awareness of staff on the Motivation indicator Z.13 (need for reward) with an average of 3.69, which ultimately has implications for the achievement of the performance indicator Y.11 (punctuality) with an average of 3.76. The indicator X3.1 (on-time attendance) with a score of 3.52 reminds that the cultivation of awareness of self-discipline without supervision still needs to be improved so that employees' autonomous motivation is built more comprehensively. The findings of this test reinforce the results of previous research by , which confirmed that high work discipline contributes significantly to improving employee performance through the encouragement of work motivation as a mediating variable. Malomo and Apriyono (2025) Izhar et al. (2024)

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of data analysis and hypothesis testing using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with SmartPLS 4.1.1.6 on 156 employees of PT. Bestindo in this study explains the relationship between Transformational Leadership Style, Work Environment, Work Discipline, Work Motivation, and Performance, the conclusions of this study can be formulated as follows:

1. Transformational Leadership Style Has a Positive and Significant Effect on Employee Performance at PT. Bestindo; Hypothesis 1 (H1) is accepted. The test proves that the more effective the leader is in implementing transformational leadership patterns (such as inspiring, giving individual attention, and being

an example), the more employee performance at PT. Bestindo will experience a real improvement.

2. Work Environment Has a Positive and Significant Effect on Employee Performance at PT. Bestindo; Hypothesis 2 (H2) is accepted. A conducive workplace atmosphere and facilities have been proven to make a real contribution in supporting productivity in achieving employee tasks. A comfortable and safe workplace minimizes physical obstacles and work stress, so that work targets can be completed more efficiently.
3. Work Discipline Has a Positive and Significant Effect on Employee Performance at PT. Bestindo; Hypothesis 3 (H3) is accepted. The level of employee compliance with the rules, punctuality of attendance, and sense of responsibility in completing tasks are proven to have a direct impact on performance achievement. Employees who are more disciplined tend to produce neat, error-free, and punctual work.
4. Work Motivation Has a Positive and Significant Effect on Employee Performance at PT. Bestindo; Hypothesis 4 (H4) is accepted. Employees who have high motivation and motivation to work show greater perseverance, initiative, and enthusiasm in achieving work targets. This is directly proportional to the final performance results they show in the organization.
5. Transformational Leadership Style Has a Positive and Significant Effect on Work Motivation at PT. Bestindo; Hypothesis 5 (H5) is accepted. Transformational leadership has proven to be an important factor in burning employee morale. When leaders provide trust and moral encouragement, employees feel valued so that their internal motivation to provide the best for the company becomes stronger.
6. Work Environment Has a Positive and Significant Effect on Work Motivation at PT. Bestindo; Hypothesis 6 (H6) is accepted. The conditions of a pleasant work environment make employees feel at home and excited to come and complete work every day. The support of a positive work atmosphere creates an emotional boost that increases employee work motivation
7. Work Discipline Has a Positive and Significant Effect on Work Motivation at PT. Bestindo; Hypothesis 7 (H7) is accepted. The application of clear and fair work discipline forms regular work habits. The regularity and certainty of these rules give employees a sense of security and moral encouragement that their efforts and obedience will result in rewarded work achievements.
8. Work Motivation Mediates the Influence of Transformational Leadership Style on Employee Performance at PT. Bestindo; Hypothesis 8 (H8) is accepted. Work motivation is proven to play a role as a mediating variable (intervening). The transformational leadership style not only improves performance directly, but also works by burning employee motivation first, which ultimately encourages performance achievement to be much higher.
9. Work Motivation Mediates the Influence of the Work Environment on Employee Performance at PT. Bestindo; Hypothesis 9 (H9) is accepted. A conducive and comfortable work environment will first foster enthusiasm and encouragement of work motivation in employees, which then leads to a real and optimal improvement in final performance.

10. Work Motivation Mediates the Influence of Work Discipline on Employee Performance at PT. Bestindo; Hypothesis 10 (H10) is accepted. The consistent application of work discipline instills a strong sense of responsibility and internal motivation. The motivation formed from this discipline is the main driver in maximizing the performance of employees of PT. Bestindo.

FURTHER STUDY

1. Adding Other Variables
   Researchers are then advised to add other variables that have not been studied in this model, such as Organizational *Culture*, *Compensation*, or *Workload.*
2. Expanding Sample Range
   It is hoped that the next research can take samples from several similar companies (comparative studies) so that the results have a wider scope.
3. Using *Mixed Methods*
   It is recommended to combine quantitative questionnaires with *qualitative interviews* so that the reasons behind the respondents' answers can be explored in more depth.

LIMITATIONS OF THE RESEARCH

This research has been tried in such a way that it runs according to scientific principles, but it still has some limitations:

1. Limited Object Focus
   This study was only conducted on employees of PT. Bestindo (156 respondents). Therefore, the results are not necessarily generalized absolutely for companies in other industrial sectors.
2. Potential Questionnaire Bias
   Data collection relies entirely on respondents' self-perception through questionnaires *(self-assessment),* so there is a possibility that respondents will give answers that "look good" *(social desirability bias*).
3. Additional Variable Coverage
   This study describes the Performance variance of 78.3% (R2 = 0.783) and the Motivation variable of 56.2% (R^2 = 0.562). This means that there are still around 21.7% of performance variance and 43.8% of other factors outside this model that affect employees but have not been studied (e.g., organizational culture, compensation/salary, job satisfaction, or burnout rate).

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