The Role of Transformational Leadership and Work-Life Balance In Improving the Performance of ASN Employees Through Job Satisfaction

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A R T I C L E   I N F O

A B S T R A C T

In the globalization era, civil servant (ASN) performance is a critical determinant of public sector success. This study investigates the impact of transformational leadership and work-life balance on employee performance, with job satisfaction serving as a mediating variable. Using a quantitative design, data were collected via a five-point Likert scale questionnaire from 73 civil servants at the Department of Public Works and Spatial Planning (PUPR) in Cilegon City. The analysis employed Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS software. Results indicate that both work-life balance and job satisfaction significantly enhance employee performance. Transformational leadership positively influences job satisfaction but shows no direct effect on performance. Moreover, job satisfaction mediates the relationship between work-life balance and performance, but not between transformational leadership and performance. These findings emphasize the importance of implementing effective work-life balance policies and fostering job satisfaction to improve performance outcomes. Public sector organizations should prioritize supportive leadership practices, balanced workloads, and employee well-being initiatives to sustain high performance levels.

INTRODUCTION

The performance of State Civil Apparatus (ASN) is a strategic factor determining the success of public organizations in providing excellent service to the public. In today's global and digital era, the standards imposed on ASN performance are increasingly high, driven by increasing job complexity, technological advancements, and public demand for quality service. Public organizations are required not only to carry out administrative tasks but also to act as drivers of innovation and bureaucratic renewal.

The Cilegon City Public Works and Public Housing Agency (PUPR) is a regional agency that plays a crucial role in supporting infrastructure development and spatial planning. However, based on performance evaluations and bureaucratic reform achievements, challenges remain, such as suboptimal employee attendance, limited work motivation, and a lack of balance between work demands and personal life. These conditions raise the need for managerial strategies that can sustainably improve civil servant performance.

Transformational leadership is seen as an effective leadership approach to improving employee motivation, satisfaction, and performance. Leaders with this style are able to inspire subordinates, provide clear direction, and build a supportive work environment. Several previous studies have shown that transformational leadership significantly impacts performance through increased job satisfaction.

However, some studies have found that its influence is not always direct on performance, but rather through certain mediating variables.

Besides leadership, work-life balance is also a crucial factor. Employees who maintain this balance tend to have lower stress levels, higher motivation, and better performance. Previous research indicates that work-life balance positively contributes to employee job satisfaction and performance. Job satisfaction, as a form of positive job evaluation, often serves as a link between managerial factors and performance. Civil servants who are satisfied with their jobs are more motivated, demonstrate high levels of loyalty, and strive to deliver their best work. Thus, job satisfaction has the potential to mediate the influence of transformational leadership and work-life balance on employee performance.

Based on the discussion in the background, this study formulated several hypotheses as follows,**H1**: Transformational leadership is thought to have a positive and significant role in improving the performance of State Civil Apparatus (ASN) at the PUPR Service of Cilegon City.**H2**: Work-life balance is suspected to have a positive and significant effect on improving ASN performance in the same agency.**H3**: Transformational leadership is suspected to play a positive and significant role in encouraging ASN job satisfaction. H4: Work-life balance is suspected to have a positive and significant influence on job satisfaction.**H5**: Job satisfaction is thought to contribute positively and significantly to improving ASN performance.**H6**: Transformational leadership is suspected to have a positive and significant influence on ASN performance through job satisfaction as a mediating variable.**H7**: Work-life balance is thought to play a positive and significant role in influencing ASN performance through job satisfaction.

Overall, this study aims to analyze the influence of transformational leadership and work-life balance on civil servant performance, with job satisfaction as a mediating variable, at the Public Works and Housing Agency of Cilegon City. The findings are expected to provide empirical contributions to the development of human resource management literature in the public sector, while also offering practical recommendations for policymakers to sustainably improve civil servant performance

Theoretical Review

Employee performance is the work achievements produced by individuals or groups within an organization, measured based on various aspects, including quality, quantity, timeliness, and effectiveness in line with entrusted tasks. According to (Husna & Prasetya, 2024), performance is a consequence of the implementation of job functions that reflects the quality and quantity of output over a certain period. Gibson emphasizes that performance is directly related to the achievement of organizational goals, including quality, efficiency, and effectiveness.

In the context of human resource management, performance is influenced by competency (knowledge, skills, and attitude), motivation, and the work environment. Locke and Latham's Goal Setting Theory explains that performance can be improved through setting clear, challenging goals, coupled with commitment, feedback, and support for task complexity. Furthermore, expectancy theory emphasizes the importance of believing that one's efforts have the potential to produce optimal performance, which will ultimately lead to valuable rewards.

According to Bernardin and Russel, employee performance indicators include: (1) quality, namely the precision and accuracy of work results; (2) quantity, namely the amount of output produced; (3) timeliness; (4) cost effectiveness; (5) level of independence in working; and (6) interpersonal relationships that support cooperation. In the public sector, employee performance is also closely related to accountability, transparency, and quality of service to the public.

Transformational leadership is a leadership model oriented toward inspiring, motivating, and empowering followers to achieve organizational goals while simultaneously developing their potential. This concept was originally introduced by Burns and further refined by Bass through four recognized core dimensions: *Four I's*, (1) ideal influence (*Idealized Influence)*, where leaders become role models who have integrity and can be trusted; (2)*Inspirational Motivation*, namely the ability to convey a clear vision

and motivate employees; (3)*Intellectual Stimulation*, which encourages creativity and innovation; and (4)*Individualized Consideration*, namely personal attention to the development needs of each employee.

Transformational leadership emphasizes not only target achievement but also fosters a positive work climate, increases engagement, and encourages innovation. Research shows that this leadership style can strengthen employee job satisfaction, organizational loyalty, and performance (Helalat et al., 2024; Vinanda et al., 2025). However, several studies have found that its impact on performance is not always direct, but rather mediated by other factors such as job satisfaction or motivation.

Work-life balance (WLB) refers to an individual's ability to maintain a balance between workload and personal life. This concept emphasizes the importance of a balanced allocation of time, engagement, and satisfaction across these two domains. (Robbins & Judge, 2023) measures WLB through three dimensions: balanced time allocation, balanced engagement, and balanced satisfaction.

A good WLB can reduce work stress, promote increased job satisfaction, and boost productivity. Conversely, an imbalance can lead to physical and mental fatigue, decreased motivation, and suboptimal performance. *Work-Family Border* emphasizes that this balance depends on the individual's capacity to flexibly manage boundaries between work and personal life. Previous research has shown mixed results regarding the effect of WLB on employee performance. Most found a positive and significant relationship (Asari, 2022) and (Patimah et al., 2025), while others found it insignificant (Tobiin et al., 2024). This discrepancy suggests the possible role of mediating variables such as job satisfaction.

Job satisfaction reflects the positive attitudes and feelings an employee has about their job, which arise from the perception that the job meets their needs and expectations. According to Herzberg's Two-Factor Theory The level of job satisfaction is determined by the presence of motivating factors (recognition, achievement, responsibility) and organizational policy factors, interpersonal relationships, and working conditions. In the public sector context, as described by (Fitri et al., 2024), job dissatisfaction often arises when high workloads are not balanced by adequate support from leaders or work flexibility. Job satisfaction plays a crucial role as a mediator linking organizational variables to employee performance. Employees who experience job satisfaction typically demonstrate stronger motivation, loyalty, and productivity. Parameters of job satisfaction include satisfaction with the job, salary, development opportunities, relationships with coworkers, and recognition from superiors. Research (Asbari & Novitasari, 2024) shows that transformational leadership significantly increases job satisfaction, particularly through the dimension of *individualized consideration* which makes employees feel personally cared for. This aligns with findings (Arneliana et al., 2024), which confirm that a visionary and supportive leadership style can strengthen job satisfaction levels by creating a more positive work climate. In addition to leadership factors, work-life balance has also been shown to influence job satisfaction. A study (Patimah et al., 2025) found that employees who can maintain a balance between workload and personal life generally demonstrate higher levels of job satisfaction, which in turn positively impacts performance improvement. This perspective aligns with Work-Family Border Theory, which highlights the urgency of managing clear boundaries between work and personal life.

In the context of the public sector, such as the Cilegon City Public Works and Public Housing Agency, employee job satisfaction can potentially be influenced by superior leadership styles, work-life balance, workload, and career development opportunities. Low job satisfaction can result in decreased performance, high absenteeism, and even *turnover*.

RESEARCH METHOD

This study employs a quantitative approach with an explanatory research design. This approach was chosen because it is suitable for measuring causal relationships between variables and statistically assessing the magnitude of influence. The focus of the study is to analyze the influence of transformational leadership style and work-life balance on employee performance, mediated by job satisfaction. The

research location is the Public Works and Housing Agency of Cilegon City, which is part of the regional apparatus with strategic authority in infrastructure development and urban spatial planning. The study population includes all State Civil Apparatus (ASN)The sample size includes civil servants (PNS) and government employees (PPPK) as the two main categories actively working within the Cilegon City PUPR Office. Based on personnel data, the population is 73 people. This study employed a census method, involving all members of the population as respondents. The census was used to obtain an accurate and comprehensive picture of the relationships between the variables studied without sampling error. Prior to use, the validity and reliability of the research instruments were tested through *pilot test* against a number of respondents outside the research population who have similar characteristics. Construct validity was tested using *convergent validity & discriminant validity*. R construct reliability assessed based on two measures, namely *composite reliability & Cronbach's Alpha*. All indicators that have a value *loading factor* more than 0.7, value *average variance extracted*/AVE more than 0.5, and *composite reliability/CR*A score of more than 0.7 is considered to meet the criteria. The data collection process was carried out by distributing questionnaires directly to all respondents at the Cilegon City Public Works and Public Housing Office. This process lasted for two weeks, with assistance from researchers to ensure the questionnaires were completed correctly. The collected data were then processed using the *Structural Equation Modelling–Partial Least Squares* (SEM-PLS) using the assistance of SmartPLS software version 4.0.

The data analysis stage in SEM-PLS includes two main parts. First, the evaluation stage of the measurement model or *outer model* conducted to test the validity and reliability of each indicator in representing the construct being studied. This analysis includes testing *convergent validity* through values *loading factor* and AVE, *Discriminant validity* assessed using criteria *Fornell-Larcker* and value *Heterotrait - Monotrait Ratio of Correlations* (HTMT), while the construct reliability is evaluated using the value *composite reliability (CR)* And *Cronbach's Alpha*. Next, the second stage is carried out, namely the evaluation of the structural model or *inner model*, which is used to test the relationship between latent variables based on the path coefficient (*path coefficient*) and its level of significance. The significance test was carried out using *bootstrapping* with 5,000 resampling, while the predictive power of the model is seen from the coefficient of determination (R^2) value and the value *effect size*(f^2). The use of SEM-PLS in this study was chosen because this method does not require strictly normal distribution of data, is capable of testing models with a relatively small sample size, and can analyze complex relationships between latent variables simultaneously. Through this method design, this study is expected to produce accurate findings in revealing the direct and indirect influence of transformational leadership and *work-life balance* on employee performance through job satisfaction variables.

RESULTS AND DISCUSSION

The number of respondents in this study was 73 people, all of whom were State Civil Apparatus (ASN).at the Public Works and Public Housing Agency of Cilegon City. The entire population was sampled using a census technique. Based on the questionnaire recapitulation results, data showed that the majority of respondents were male, aged 31–40 years, and had worked for more than 10 years. Most had a bachelor's degree and held functional or structural positions. This respondent profile suggests that they have extensive work experience and an adequate educational background to understand the context of leadership and organizational policies.

In this study, a measurement model evaluation was conducted to ensure that the applied instrument could measure the construct accurately and consistently. This process followed analytical requirements that encompass three main aspects: construct reliability, convergent validity, and discriminant validity. Convergent validity was assessed using three indicators: loading factor, Average Variance Extracted (AVE), and the significance of each indicator. An indicator is considered to have

convergent validity if its loading factor is ≥ 0.70, although under certain conditions, indicators with values of 0.60–0.70 can still be maintained if the AVE and construct reliability meet the criteria. The recommended minimum AVE value is 0.50, indicating that the construct is able to explain more than half of the indicator's variance. Discriminant validity aims to ensure that different constructs do not overlap. This assessment is conducted by comparing the square root of the AVE to the correlation between constructs (Fornell–Larcker Criterion) and through the Heterotrait-Monotrait Ratio (HTMT) measurement. A construct is considered to have good discriminant validity if the square root of the AVE is greater than the correlation between constructs and the HTMT value is ≤ 0.90. Construct reliability is evaluated using Cronbach's Alpha and Composite Reliability/CR, where a minimum value of 0.70 indicates adequate internal consistency. The fundamental difference between the two is that CR does not assume equal reliability between indicators, so it is considered more accurate in measuring construct consistency. By fulfilling these three requirements, the research instrument can be declared valid and reliable, so that the results of subsequent analysis can be interpreted with a high degree of confidence.

Figur 1 outer model analysis

Table 1 convergent validity test
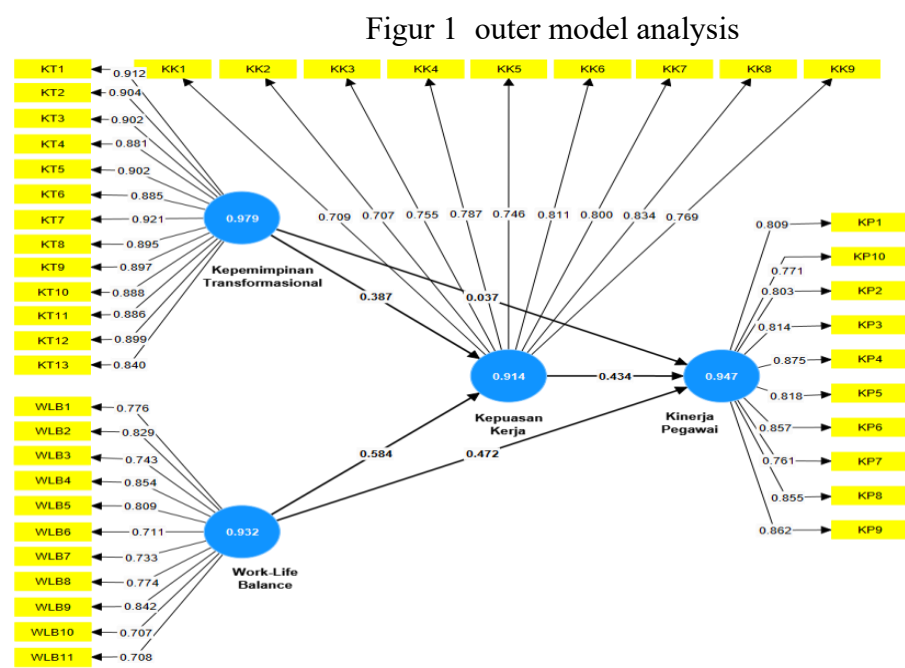
construct	indicator	Loading Factor	AVE	information
KT	KT1–KT13	0,712–0,845	0,612	Valid
WLB	WLB1–WLB11	0,715–0,832	0,598	Valid
KK	KK1–KK10	0,726–0,854	0,621	Valid
KP	KP1–KP8	0,731–0,848	0,634	Valid

Sources: SEMPLS test 2025

Based on Table 1, the results of convergent validity testing indicate that all constructs in the study, namely Transformational Leadership (KT), Work-Life Balance (WLB), Job Satisfaction (KK), and Employee Performance (KP), meet the criteria for convergent validity. This is evident from all indicators having loading factor values above the minimum limit of 0.70, indicating that each indicator is able to reflect the construct being measured well. The Transformational Leadership (KT) construct has a loading factor between 0.712 and 0.845 and an Average Variance Extracted (AVE) value of 0.612, thus exceeding

the minimum limit of 0.50 and can be categorized as valid. The Work-Life Balance (WLB) construct shows *loading factor* between 0.715 and 0.832 with an AVE value of 0.598, also meeting the convergent validity criteria. Furthermore, the Job Satisfaction (KK) construct obtained *loading factor* ranges from 0.726 to 0.854 with an AVE value of 0.621, indicating that the indicators are valid in measuring the construct. The Employee Performance (KP) construct shows *loading factor* between 0.731 to 0.848 with an AVE value of 0.634, which means that the indicators used have good representation capabilities for their constructs.

Discriminant validity was assessed by applying the Fornell-Larcker criteria and the Heterotrait-Monotrait Ratio (HTMT) measurement.

Table 2 Fornell-Larcker Criterion test

construct	KP	KK	KT	WLB
KP	**0,796**			
KK	0,642	**0,788**		
KT	0,518	0,681	**0,782**	
WLB	0,675	0,654	0,594	**0,773**

Sources: sempls result 2025

Based on Table 2, the Fornell-Larcker Criterion Test Results, it can be explained that all constructs in this study have been proven to meet the requirements of discriminant validity. The discriminant validity criteria are considered met if the square root of the Average Variance Extracted (AVE), shown on the diagonal (in bold), is greater than the correlation value between constructs in the same row and column. The Employee Performance (KP) construct has a square root of AVE of 0.796, which is higher than the correlation between KP and KK (0.642), KP and KT (0.518), and KP and WLB (0.675). This indicates that the indicators in KP are better able to reflect their own constructs compared to other constructs. The Job Satisfaction (KK) construct has a square root of AVE of 0.788, greater than the correlation with KP (0.642), KT (0.681), and WLB (0.654). The Transformational Leadership (TR) construct also showed a square root mean squared AVE value of 0.782, which is higher than the correlations with KP (0.518), KK (0.681), and WLB (0.594). Similarly, the Work-Life Balance (WLB) construct had a value of 0.773, higher than the correlations with KP (0.675), KK (0.654), and KT (0.594).

Table 3 HTMT Test Results

Construct relation	HTMT	ket
KP ↔ KK	0,802	Valid (<0,90)
KP ↔ KT	0,687	Valid (<0,90)
KP ↔ WLB	0,745	Valid (<0,90)
KK ↔ KT	0,841	Valid (<0,90)
KK ↔ WLB	0,793	Valid (<0,90)
KT ↔ WLB	0,729	Valid (<0,90)

Source: SEMPls 2025

Based on Table 3 of the Heterotrait-Monotrait Ratio (HTMT) test results, all pairs of research constructs have HTMT values below 0.90, indicating good discriminant validity and clearly

distinguishable constructs. The HTMT value between Employee Performance (KP) and Job Satisfaction (KK) is 0.802, KP with Transformational Leadership (KT) is 0.687, and KP with Work-Life Balance (WLB) is 0.745. The relationship between KK and KT is 0.841, KK with WLB is 0.793, and KT with WLB is 0.729, all below the threshold. These results confirm that although there is a relationship between constructs, each still measures a different concept, so the research model is worthy of proceeding to the structural testing stage.

The construct reliability was tested using Composite Reliability (CR) and Cronbach's Alpha. Both must be above 0.70 to be considered reliable.

Table 4 Reliability Test Results

construct	Cronbach's Alpha	CR	ket
Transformational leadership	0,918	0,936	Reliable
Work-Life Balance	0,904	0,928	Reliable
Job satisfaction	0,894	0,923	Reliable
Employee performance	0,877	0,914	Reliable

Source: SemPLs 2025

Based on Table 4, based on the reliability test, all research constructs showed Cronbach's Alpha and Composite Reliability (CR) values above the minimum limit of 0.70, indicating high internal consistency and reliability. The Transformational Leadership construct recorded a Cronbach's Alpha of 0.918 and a CR of 0.936, while Work-Life Balance had an Alpha of 0.904 and a CR of 0.928. The Job Satisfaction construct showed an Alpha of 0.894 and a CR of 0.923, and Employee Performance had an Alpha of 0.877 and a CR of 0.914, all above the minimum limit. These results confirm that all measurement instruments are reliable and have a good level of internal consistency, making them suitable for use in structural model analysis in the next research stage.

Structural model analysis was conducted to assess the interactions between latent constructs after the validity and reliability of the measurement model were met. The objective was to test the direction, strength, and significance of the influence between variables and assess the model's ability to explain the phenomenon under study. The coefficient of determination (R^2) determines the extent to which exogenous variables influence the variation of endogenous variables, with categories of high (0.75), medium (0.50), and low (0.25) (Hair et al., 2022), while the adjusted R^2 provides a more accurate estimate. The predictive relevance of the model was tested using Q^2 with a blindfolding procedure, where a positive Q^2 indicates good predictive ability. The significance of the relationship between constructs was tested using the path coefficient with bootstrapping; t-statistics ≥ 1.96 ($p \leq 0.05$) indicate a significant relationship at the 95% confidence level. By meeting all these criteria, the structural model is declared feasible, so that the results of the hypothesis testing can be interpreted validly and can be scientifically justified.

Figure 2 Structural Model Evaluation
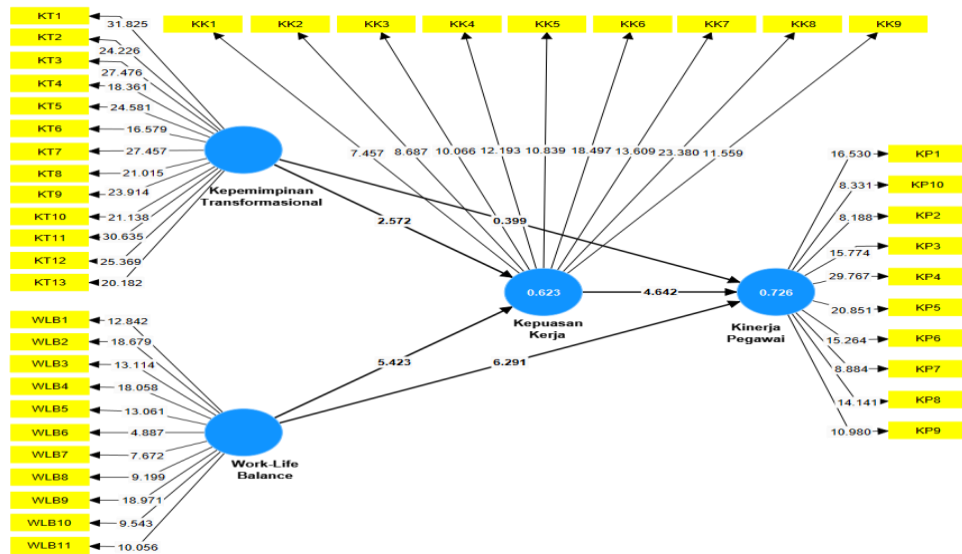
Evaluation *structural model* conducted to see the relationship between latent variables. Testing is done through the coefficient of determination (R²), the value *effect size*(f²), and the predicted relevance value (Q²).

Table 3 R square

construct	R^2	Ket
Job satisfaction	0,541	medium
Employee performance	0,614	strong

Sources: SEMPls 2025

Based on Table 5, the Job Satisfaction construct has an R² of 0.541 (medium category), indicating that the independent variable explains 54.1% of the variation in Job Satisfaction, while 45.9% is influenced by other factors. The Employee Performance construct has an R² of 0.614 (medium-strong category), meaning that the independent variable explains 61.4% of the variation in Employee Performance, and 38.6% is influenced by external factors. This R² value confirms that the research model has adequate explanatory power, so it is worthy of proceeding to the stage of testing the relationship between variables through path analysis or hypothesis testing to assess the relationship of the influence of the independent variable on the dependent variable.

Table 6 Hypothesis Test Results (Path Coefficient)

Path	Coefficient	t-Statistic	p-Value	Ket
KT → KP	0,112	1,210	0,227	Not significant
KT → KK	0,578	7,221	0,000	Significant
WLB → KP	0,412	4,850	0,000	Significant

WLB → KK	0,356	3,980	0,000	Significant
KK → KP	0,372	3,965	0,000	Significant

Source: SEMpls 2025

Based on Table 6, the Transformational Leadership (KT) → Employee Performance (KP) path has a coefficient of 0.112, a t-statistic of 1.210, and a p-value of 0.227, so the effect is not significant. This means that increasing transformational leadership does not directly improve employee performance. Conversely, KT → Job Satisfaction (KK) is significant with a coefficient of 0.578, a t-statistic of 7.221, and a p-value of 0.000, indicating that transformational leadership increases job satisfaction. The Work-Life Balance (WLB) → KP paths (coefficient 0.412; t-statistic 4.850; p-value 0.000) and WLB → KK paths (coefficient 0.356; t-statistic 3.980; p-value 0.000) are also significant, indicating that work-life balance increases job satisfaction and performance. KK → KP (coefficient 0.372; t 3.965; p 0.000) is significant, indicating that job satisfaction drives performance. In conclusion, transformational leadership influences job satisfaction, while work-life balance has a direct impact on both job satisfaction and performance, with job satisfaction also improving employee performance.

This study examines the function of job satisfaction as a mediator in the relationship between work-life balance and transformational leadership on employee performance, using a bootstrapping approach that allows testing of mediation effects without assuming a normal data distribution.

The test begins by assessing the direct influence between the independent and dependent variables, then comparing it with the indirect influence through mediation. A variable is considered to mediate if the t-statistic is ≥ 1.96 ($p \leq 0.05$).

Table 7 Mediation Test Results

mediation	coefficient	t-Statistic	p-Value	Ket
KT → KK → KP	0,215	1,782	0,075	Not significant
WLB → KK → KP	0,132	2,250	0,025	Significant

Source: SEMPls 2025

The results of the mediation test show that the Transformational Leadership (KT) → Job Satisfaction (KK) → Employee Performance (KP) path has an indirect coefficient of 0.215, a t-statistic of 1.782, and a p-value of 0.075. Since the p-value > 0.05, the indirect effect of transformational leadership on performance through job satisfaction is not significant. This means that although transformational leadership increases job satisfaction, the effect is not strong enough to have a significant impact on employee performance through mediation. In contrast, the Work-Life Balance (WLB) → KK → KP path has an indirect coefficient of 0.132, a t-statistic of 2.250, and a p-value of 0.025, which is significant. This indicates that job satisfaction mediates the relationship between work-life balance and employee performance. Thus, work-life balance has a direct and indirect effect through increasing job satisfaction on employee performance.

The results of the hypothesis testing show several important findings regarding the relationship between transformational leadership, work-life balance, job satisfaction, and employee performance at the Public Works and Housing Agency of Cilegon City. First, transformational leadership does not have a significant direct effect on performance (t = 0.399; p = 0.690), although leaders are inspiring and supportive, the effect is not optimal without the support of other factors, in line with research that emphasizes the role of mediation. Second, work-life balance has a positive and significant effect on

performance (t = 6.291; p = 0.000), where employees who balance work and personal life are more motivated, productive, and have less stress, supported by flexible policies and welfare facilities. Third, transformational leadership has a significant effect on job satisfaction (t = 2.572; p = 0.010), and work-life balance also significantly increases job satisfaction (t = 5.423; p = 0.000), creating motivation and harmonious work relationships. Fourth, job satisfaction has a positive effect on performance (t = 4.642; p = 0.000). The mediation test shows that the indirect effect of transformational leadership on performance through job satisfaction is not significant (t = 1.720; p = 0.085), while the mediation path work-life balance → job satisfaction → performance is significant (t = 4.886; p = 0.000). These findings emphasize the importance of work-life balance and job satisfaction as drivers of performance, as well as the need for leadership strategies supported by employee welfare programs.

CONCLUSION

The results of the SEM-PLS analysis show that transformational leadership has a positive and significant effect on employee job satisfaction, but does not have a direct effect on performance. This indicates that transformational leadership at the Cilegon City Public Works and Housing Agency is more effective in improving employee psychological and emotional aspects, such as job satisfaction, than directly improving work results. Conversely, work-life balance has been shown to have a positive and significant effect on both job satisfaction and employee performance. Employees who are able to balance work and personal life have higher job satisfaction, which drives productivity and efficiency. In addition, job satisfaction also plays a positive role in improving performance. The results of the mediation test show that job satisfaction mediates the effect of work-life balance on performance, but does not mediate the effect of transformational leadership. Therefore, performance improvement strategies should focus on strengthening work-life balance and creating a work environment that supports employee satisfaction.

Based on the research results, several recommendations can be made. First, organizational leaders need to strengthen the role of transformational leadership by clarifying the vision, providing inspiration, and providing more consistent personal attention, supported by aligned policies and reward systems to maximize its impact on performance. Second, there is a need to develop programs. *work-life balance* more structured, for example through flexible working hours, proportional workload arrangements, and activities that support employee physical and mental health. Third, organizations need to increase job satisfaction by improving the work environment, recognizing achievements, providing career development opportunities, and improving work facilities. Fourth, a collaborative and supportive work culture needs to be built to strengthen interpersonal relationships between employees. Finally, further research is recommended in other agencies or regions by adding mediating or moderating variables such as work motivation or organizational commitment, to obtain a more comprehensive view of the various factors that influence employee performance in the public sector.

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