

## **ABSTRACT**

*The phenomena and conditions that will be analyzed further in this study are the performance of TKJP PT. Pertamina (Persero) Marine Region IV which experienced variations in performance as seen from the average performance data of TKJP PT. Pertamina (Persero) Marine Region IV. This is thought to have occurred because of a generational problem that arose at PT. Pertamina (Persero) Marine Region IV where many middle management positions are young (Gen Y) currently appearing to be leaders for TKJP PT. Pertamina (Persero) Marine Region IV, which is already more than them. Based on the gap research, it is suspected that there is an influence of the Gen Y transformational leadership style and hierarchy culture which affects the non-physical work environment and has an impact on job satisfaction and the performance of TKJP PT. Pertamina (Persero) Marine Region IV. Referring to these problems, the focus of this research is on how to improve the performance of TKJP Support Workers of PT. Pertamina (Persero) Marine Region IV.*

*The population chosen in this study were all TKJP employees of PT. Pertamina (Persero) Marine Region IV, totaling 140 employees. The number of respondents used in this study were 140 TKJP PT. Pertamina (Persero) Marine Region IV. The sampling technique in this research is the census method. The data collection method is by using a questionnaire. The data analysis method used is Structural Equation Modeling.*

*Based on the research, transformational leadership style has no effect on non-physical work environment, hierarchy culture has positive effect on non-physical work environment, non-physical work environment has no effect on job satisfaction, non-physical work environment has no effect on employee performance, job satisfaction has a positive effect on performance employees, there is an indirect effect of transformational leadership style, hierarchy culture and non-physical work environment on job satisfaction and employee performance. In terms of model fit testing, it states that the model has a good fit. So from this it can be concluded that the model has a good enough fit to predict employee performance.*

*Keywords: transformational leadership style, non-physical work environment, hierarchy culture, job satisfaction, employee performance.*