



## The Influence of Work Motivation, Leadership Style and Compensation on Employee Performance at Bandung Adventist Hospital

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**Abstract.** This study aims to explore the influence of work motivation, leadership style, and compensation on employee performance at Rumah Sakit Advent Bandung. With a total population of 720 employees, the study uses a simple random sampling technique to select a sample of 88 respondents, deemed sufficiently representative. Data collection is conducted through a Likert-scale questionnaire designed to capture respondents' perceptions of work motivation, leadership style, and compensation variables. To ensure data quality, the instrument's validity is tested through factor analysis, and its reliability is measured using Cronbach's Alpha to guarantee consistency in results. Hypothesis testing is carried out using classical assumption tests and multiple linear regression analysis via SPSS version 27. The results reveal that work motivation and compensation have a positive and significant impact on employee performance, indicating that higher motivation and compensation are associated with improved employee performance. In contrast, leadership style does not show a significant effect on employee performance, possibly due to varying perceptions of the role of leadership within this organizational context. Collectively, work motivation, leadership style, and compensation variables have a significant effect on employee performance. The obtained R Square value of 0.309 indicates that 30.9% of the variation in employee performance can be explained by these three variables, while the remaining 69.1% is influenced by other factors outside this model, such as work environment, organizational culture, or other individual factors. These findings provide valuable insights for management in designing strategies to enhance employee performance.

**Keywords:** Work Motivation, Leadership Style, Compensation, Performance

### 1. INTRODUCTION

Employee performance is a crucial factor in determining the success of an organization, especially in the healthcare sector such as hospitals, which demands high quality of service. According to Adhari (2020:77), employee performance is the result of work functions or activities in a certain period of time that reflects the quality and quantity of work. At Bandung Adventist Hospital, the quality of healthcare services depends not only on adequate facilities and infrastructure, but also on the performance of individual employees who carry out daily operations with high dedication and competence. As one of the leading healthcare institutions in Indonesia, Bandung Adventist Hospital realizes that improving employee performance is key in their efforts to continuously improve the quality of medical services provided to patients.

This study focuses on three main variables—work motivation, leadership style, and compensation—that are considered to have a significant impact on employee performance. According to Maruli (2020:58), work motivation is a drive that arises from within a person that

influences work behavior, both to achieve personal and organizational goals. Work motivation can be divided into two types, namely motivator factors and maintenance factors. Motivator factors include aspects such as achievement, recognition, responsibility, and self-development, which encourage intrinsic job satisfaction. In contrast, maintenance factors include working conditions, interpersonal relationships, and company policies that help prevent job dissatisfaction (Robbins & Judge, 2022). At the Bandung Adventist Hospital, the importance of work motivation is a priority to maintain the enthusiasm and commitment of employees in carrying out their duties.

In addition to motivation, leadership style plays an important role in determining employee performance. As stated by Siagian (2014), transformational leadership that focuses on change and innovation can inspire employees to achieve higher work results, while transactional leadership provides supervision and rewards based on performance achievement. Effective leaders are expected to be able to adapt their leadership style as needed to optimize team performance.

Compensation is also an important factor in influencing performance. According to Akbar et al. (2021:125), compensation is all forms of financial rewards and benefits received by employees as a result of their contributions to the organization. Competitive and fair compensation is believed to increase employee satisfaction and loyalty (Sutrisno, 2017:181). At Adventist Hospital Bandung, providing compensation in accordance with employee contributions is one of the main strategies in motivating employees to give their best.

In the last three years, employee performance at Bandung Adventist Hospital has shown a significant increase, namely 86% in 2021, 90% in 2022, and reaching 92% in 2023. This figure shows an increase in productivity and work quality that requires further understanding of the underlying factors.

This study aims to examine the influence of work motivation, leadership style, and compensation on employee performance at Bandung Adventist Hospital, with the hope that the results of this study can provide practical contributions in designing effective and sustainable human resource management strategies.

With an in-depth analysis of these three variables, this study is expected to provide new insights for hospital management in developing a more effective approach to improving employee performance. In addition to providing practical recommendations for management, this study is also expected to provide important contributions to the human resource management literature, especially in the context of work motivation, leadership style, and compensation.

## 2. LITERATURE REVIEW

### Motivation

Motivation is a drive within a person that drives them to behave productively, whether in the context of income-generating work or other activities. According to some experts, motivation can be understood as an internal desire or drive that stimulates individuals to act in accordance with certain goals. Etymologically, the word "motivation" comes from the Latin "movere," which means "to move." This reflects the basic nature of motivation as a force that moves a person to achieve certain goals, both in personal and professional life.

In the context of an organization, motivation plays an important role in increasing employee morale so that they can contribute optimally to achieving company goals. Providing the right motivation to employees is the main responsibility of a manager, as stated by Bangun (2012), who stated that motivation is an action to influence employee behavior to regularly show the expected performance. Effective motivation encourages employees to work with enthusiasm and dedication without having to be forced.

Some experts emphasize that motivation is a combination of internal and external forces that generate a person's energy to perform an action. Berelson and Steiner (in Wahjosumidjo, 2010) stated that motive is an inner state that drives action and directs behavior towards a goal. Duncan (in Wahjosumidjo, 2010) stated that motivation is a conscious effort to direct individual actions to be in accordance with organizational goals. Motivation is one of the important leadership techniques for a leader in influencing employees to behave according to organizational expectations.

Experts also emphasize the importance of motivation in the relationship between leaders and subordinates, because motivation plays a vital role in driving the willingness of subordinates to behave in accordance with organizational goals. Motivation that is effectively applied to employees can improve performance and productivity, and contribute to the achievement of organizational goals. To motivate employees optimally, a leader needs to understand the factors that influence motivation, such as culture, leadership, and organizational climate.

One of the well-known theories of motivation is the theory of needs by Abraham Maslow, which states that human needs are arranged in a hierarchy. According to Maslow, lower needs must be met before a person can be motivated to meet higher needs. The five hierarchies of needs are:

1. **Physical Needs** : basic needs such as food, water, and shelter.

2. **Security Needs** : the need for protection from physical threats and a sense of security at work.
3. **Social Needs** : the need for social relationships and a sense of belonging in the work environment.
4. **Esteem Needs** : the need for recognition, status, and a sense of appreciation.
5. **Self-Actualization Needs** : the need to achieve one's highest potential and develop to one's full potential.

In addition, Hasibuan (2014) divides motivation methods into two main types:

1. **Direct Motivation** : motivation given directly to individuals through various forms of rewards, such as bonuses, praise, or award certificates. This form of motivation is specific and provides direct satisfaction to employees.
2. **Indirect Motivation** : motivation provided through the provision of facilities that support comfort and smoothness in working, such as a conducive working environment, health benefits, or access to professional training.

In the whole motivation process, a leader must be able to understand and manage employee needs well. A deep understanding of these motivational factors is important to ensure that each employee is motivated to give their best contribution. As conveyed by Salusu (2000), motivation can encourage someone to work because of the stimulation of influencing factors, both internal and external. Effective leaders are those who are able to motivate employees to work with enthusiasm and sincere desire to achieve common goals in the organization.

## **Leadership Style**

Leadership plays a crucial role in the success of an organization's management. Employees need leadership because of limitations and the need for proper direction to achieve organizational goals. From this need, the role of a leader emerges as a guide and influencer. Leadership can be defined through various aspects, such as individual characteristics, habits, ways of influencing others, interactions, position in the organization, and perceptions of legitimate influence.

According to Veitzhal Rivai (2004), leadership is the process of influencing or giving examples to followers through effective communication to achieve organizational goals. Leadership plays a very important role, even determining in achieving the goals that have been set. Based on various theories about leadership style, leadership style can be interpreted as the approach taken by someone in practicing their leadership. Leadership style is not an innate

talent, but rather a skill that can be learned and applied, which needs to be adjusted to the situation at hand.

Leadership behavior refers to the specific behavior of leaders in carrying out their tasks and roles. This behavior includes how a leader manages tasks and interactions with subordinates to achieve common goals. Blanchard KH identified four leadership styles , namely:

1. **Consultative Style** – the leader provides direction while accepting input from subordinates, so that decisions are made through consultation.
2. **Participative Style** – the leader invites subordinates to participate in the decision-making process, creating a collaborative work environment.
3. **Delegative Style** – the leader gives responsibility to subordinates to make certain decisions, which shows confidence in the subordinate's abilities.
4. **Instructive Style** – the leader gives clear directions and instructions, often necessary in situations that require firm direction.

The success of a leader does not only depend on the leadership style , but also on the personal qualities he possesses. According to Sondang P. Siagian (2014), an ideal leader should have the following characteristics:

1. **Intelligence and Broad Knowledge** : Having broad general insight, strong memory, and rational and objective thinking, with high flexibility and adaptability.
2. **Inspiring Personality** : Inquisitive, punctual, has a strong sense of cohesion, an instinct for relevance, exemplary, decisive, and courageous.
3. **Ability to Grow and Make Decisions** : Able to grow, have analytical skills, determine priorities, and distinguish between important and urgent. A leader must also have skills in educating and communicating effectively.

Communication in leadership is a vital element in an organization. A good communication process will increase the effectiveness of leadership in planning, controlling, coordinating, training, conflict management, and various other processes that are crucial to the success of the organization.

Some indicators of effective leadership include:

1. **Decision Making Ability** – the ability to determine the appropriate action in various situations for the benefit of the organization.
2. **Motivating Ability** – the ability to inspire and motivate employees to be enthusiastic about their work.

3. **Communication Skills** – skills in conveying clear and effective messages, and listening well.
4. **Ability to Control Subordinates** – the ability to direct and manage the performance of subordinates constructively.
5. **Responsibility** – willingness to take risks and accept the consequences of decisions made.
6. **Ability to Control Emotions** – good emotional control, especially when dealing with stress and conflict.

Good leaders are those who are able to balance organizational goals and employee needs, thereby creating a productive, harmonious work environment and achieving optimal results.

### **Compensation**

Every individual works to earn an income that can meet their living needs. In the context of work, this income is a form of reciprocity or appreciation given for their contribution to the organization. This award, or what is known as compensation, motivates employees to work hard and responsibly in carrying out their duties well. By providing fair and appropriate compensation, companies can increase employee productivity, creativity, work performance, and motivation, which ultimately has a positive impact on the overall performance of the organization.

According to Drs. Malayu SP Hasibuan (2014:118), compensation is all forms of income received by employees, either in the form of money, goods, directly or indirectly, as compensation for services provided to the company. A similar definition was conveyed by Kadar Nurjaman (2014), who stated that compensation is something received by employees as a reward for their achievements in carrying out their duties. Every company should provide fair compensation according to the workload and achievements of employees so that they feel appreciated.

Sihotang (2007) , defines compensation as the overall arrangement of providing remuneration for employees and managers, both in the form of financial and goods or services received by employees. Compensation can be grouped into two main categories, namely:

1. **Direct Compensation** : includes basic salary and wages, as well as performance incentives or bonuses, and profit sharing.
2. **Indirect Compensation** : in the form of welfare programs and services, such as health insurance, pension benefits, and other facilities. Indirect compensation can be provided voluntarily by the company or required by law.

To support the effectiveness of the compensation system, several other theories regarding compensation and motivation also need to be considered, such as:

1. **Equity Theory** : This theory, introduced by John Stacey Adams, states that employees will compare the ratio of their inputs (such as effort, time, and skills) and outputs (compensation) with the ratio of other coworkers. Inequity in employee perceptions of compensation can reduce motivation and performance. Therefore, companies need to ensure that compensation is given fairly so that employees feel appreciated.
2. **Expectancy Theory** : According to this theory proposed by Victor Vroom, employees will be motivated to work better if they believe that their efforts will provide adequate results and those results have important value to them. Compensation can be a motivating factor if employees feel that their efforts will be rewarded appropriately.
3. **Reinforcement Theory** : This theory states that behavior can be regulated through rewards or punishments. Compensation can act as a form of reward to reinforce positive behavior, such as good performance and high productivity. By providing appropriate compensation as a form of reward, companies can increase employee motivation to maintain or improve their performance.

The compensation payment system commonly applied in various companies is as follows:

1. **Time** : Employees receive compensation based on the time they spend working, such as hourly pay or a monthly salary.
2. **Output System** : Employees are paid based on the results or products produced, for example commission per sale or wages based on the number of units of production.
3. **Piecework System** : Employees receive payment based on specific projects or tasks to be completed, where the total compensation is predetermined for one full job.

By implementing an appropriate and fair compensation system, companies can create a productive and supportive work environment, where employees feel valued and motivated to give their best to the organization.

### **3. RESEARCH METHODS**

This study uses a quantitative approach to analyze the influence of work motivation, leadership style, and compensation on employee performance at Bandung Adventist Hospital. The quantitative approach was chosen because it allows objective measurement of research variables and produces data that can be processed statistically to obtain measurable and scientifically testable results. According to Sugiyono (2017), this approach involves a series of stages in systematic quantitative data collection and analysis, as follows:

1. **Data Collection** : Data were collected using standardized instruments, using questionnaires or surveys, designed to measure research variables objectively. These data were obtained directly from respondents who were employees at the Adventist Hospital in Bandung.
2. **Validity and Reliability Test** : After the data is collected, a validity test is conducted to ensure that the measurement instrument can measure the variables accurately, and a reliability test to ensure the consistency of the measurement results. This stage is important to ensure the credibility of the data obtained.
3. **Classical Assumption Test** : Before conducting a regression analysis, a classical assumption test is required which includes:
  - **Normality Test** : to ensure that the data is normally distributed.
  - **Multicollinearity Test** : to ensure that there is no strong linear relationship between independent variables that can affect the analysis results.
  - **Heteroscedasticity Test** : to check whether the independent variables have constant residual variance, so that the analysis results are more accurate and unbiased.
4. **Data Analysis** : After the data meets the classical assumptions, statistical analysis is carried out in several stages:
  - **T-Test (Partial Test)** : used to test the influence of each independent variable (work motivation, leadership style , and compensation) partially on employee performance.
  - **F Test (Simultaneous Test)** : used to test the influence of independent variables simultaneously on dependent variables.
  - **Coefficient of Determination ( $R^2$ )** : measures how much the independent variable contributes to the dependent variable. The higher the  $R^2$  value, the stronger the influence of the independent variable on the dependent variable.
5. **Interpretation and Discussion of Results** : The results of the statistical analysis are then interpreted to give meaning to the data obtained. At this stage, the researcher evaluates the findings obtained and discusses their relevance to existing theories, as well as how these results can be implemented at the Bandung Adventist Hospital.
6. **Conclusion and Recommendation Drawing** : Based on the results of the analysis and discussion, the researcher draws conclusions that answer the research objectives. In addition, recommendations are submitted to the management of Bandung Adventist Hospital to improve employee performance through increasing work motivation, implementing appropriate leadership styles , and providing fair compensation.



This approach is expected to provide a clear picture of the factors that influence employee performance and offer concrete solutions to improve work effectiveness at Bandung Adventist Hospital.

#### **4. RESULTS AND DISCUSSION**

##### **Results**

The population and sample in this study were employees of Bandung Adventist Hospital, with a population of 720 and using the Slovin formula with alpha 0.1 (10%), a sample of 888 respondents was obtained, Bandung Adventist Hospital is a leading type B hospital in Bandung, established since 1950 and moved to a strategic location at Jalan Cihampelas No. 161 in 1963. Carrying the vision of becoming a channel of divine love in serving the community towards complete health, this hospital is committed to quality holistic services. To achieve this vision, Bandung Adventist Hospital focuses on developing human resources with character, safe scientific services, appropriate health technology, and promoting a healthy lifestyle. This hospital implements transformational leadership that encourages employees to develop professionally and spiritually, supported by a fair compensation system that includes incentives, benefits, and career programs. This approach has succeeded in improving the performance of Bandung Adventist Hospital, reflected in the achievement of performance, 86% in 2021, 90% in 2022, and 92% in 2023.

From the data recap results, it was found that respondents were based on several categories as follows:

1. Gender : The number of respondents in this study was dominated by female employees at 69.3%.
2. Profession: The profession with the largest number of respondents in this study was Nurse/Midwife, dominating by 40%.
3. Age: In the age category, the largest number of respondents were aged 41-46 years, namely 27.3%.
4. Experience : For the work experience category, the majority have worked for more than 20 years, which is 40.9%.

After making a summary of the respondent profile, the next step is to carry out statistical tests using SPSS version 27.0. The statistical tests carried out include :

1. Validity Test: It is known that all instruments from the four variables are valid, the lowest validity value is 0.651 and the highest value is 0.892, these results are much greater than

*the degree of freedom (df) = n - 2.* (88-2 = 86), with an alpha level of 0.1, with an r table value of 0.1765, meaning that all variable instruments in this study are valid.

2. Test : The results of the Reliability test for the motivation variable are 0.670, leadership style: 0.848, compensation: 0.822 and the performance variable is 0.88. With a Cronbach's Alpha coefficient value of 0.60 , all variables in this study are reliable for use.
3. Test : The results of the normality test using *the One-Sample Kolmogorov-Smirnov Test* , the significance value for the *unstandardized residual variable* is 0.200. This value is greater than 0.05 , which indicates that the residual data in the regression model meets the normality assumption.
4. *the Tolerance and Variance Inflation Factor (VIF)* values for each independent variable:
  - a. **The Work Motivation variable** has a *Tolerance value* of 0.393 and a VIF value of 2.546. Because the *Tolerance value* is greater than 0.1 and the VIF is less than 10, this indicates that there is no significant multicollinearity in this variable.
  - b. **Leadership Style** has a *Tolerance value* of 0.448 and a VIF value of 2.233. A *Tolerance value* greater than 0.1 and a VIF smaller than 10 indicate that this variable is also free from multicollinearity problems.
  - c. **The Compensation variable** has a *Tolerance value* of 0.581 and a VIF of 1.720. With a *Tolerance* greater than 0.1 and a VIF far below 10, the compensation variable does not show any multicollinearity.
5. Heteroscedasticity Test: The significance value (Sig) for each variable is as follows:
  1. Work Motivation Variable : 0.851
  2. Leadership Style Variable : 0.897
  3. Compensation Variable : 0.641

The significance values for these three variables are all greater than 0.05 . This indicates that there is no indication of heteroscedasticity in this regression model. In other words, the residual variance of the regression model is homogeneous or constant across levels of the independent variables.

6. T Test (Partial Test): The results of the T test for each variable show that:
  1. Work Motivation (X1)

calculated t value of 2.517 is greater than the t<sub>table</sub> (1.988), and the significance value of 0.014 is smaller than 0.05 . Because t<sub>count</sub> > t<sub>table</sub> and significance <0.05 . This means that work motivation has a positive and significant influence on performance . Any increase in work motivation tends to increase employee performance.
  2. Leadership Style (X2)

calculated t value of -1.596 is smaller than the  $t_{table}$  (1.988), and the significance value of 0.114 is greater than 0.05 . Because  $t_{calculated} < t_{table}$  and  $significance > 0.05$  . This means that leadership style has no influence on performance .

### 3. Compensation (X3)

calculated t value of 3.346 is greater than the  $t_{table}$  (1.988), and the significance value of 0.001 is smaller than 0.05 . Because  $t_{calculated} > t_{table}$  and  $significance < 0.05$  . This means that compensation has a positive and significant effect on performance.

7. F Test (Simultaneous ) : From the data on the ticket, the F-count is 12.527 . By comparing the F-count value of 12.527 with the F-table value of 2.71 for degrees of freedom 3 and 84, then the  $F_{count} : 12.527 > F_{table} : 2.71$  , this shows that this model has a fairly strong significance. Then it is also known that Significance (Sig.) = 0.000: The significance value of 0.000 is smaller than 0.05, which indicates that the variables of Work Motivation (X1), Leadership Style (X2), and Compensation (X3) have a significant effect on Performance. In other words, there is strong evidence that the three independent variables simultaneously have a significant effect on Performance.
8. Determination Coefficient ( $R^2$ ) : It is known that R (Correlation Coefficient) = 0.556 The correlation coefficient (R) of 0.556 indicates the strength of the relationship between the independent variables ( Compensation, Leadership Style, and Work Motivation ) with the dependent variable ( Performance ) . This value indicates a moderate positive relationship between these variables. R Square (Determination Coefficient) = 0.309 R Square of 0.309 means that approximately 30.9% of the variation in Performance can be explained by the three independent variables (Compensation, Leadership Style, and Work Motivation). The rest, which is 69.1%, is explained by other variables not examined in this study.

## Discussion

The results of this study aim to analyze whether there is a positive and significant influence of Work Motivation, Leadership Style, and Compensation on Employee Performance at Adventist Hospital Bandung, both partially and simultaneously. Based on the results of statistical testing of the data in this study, then as an answer to the purpose of this study, it is discussed in the discussion regarding the influence of each independent variable on the dependent variable, as follows:

### 1. The Influence of Work Motivation on Performance

The test results show that Work Motivation has a positive and significant influence on the Performance of Advent Hospital Bandung employees, with a  $t_{count}$  of 2.517 which is greater

than the  $t_{table}$  of 1.988 and a significance value of 0.014 which is smaller than 0.05. This shows that increasing employee work motivation will have a positive impact on their performance. Motivated employees tend to have a higher drive to achieve optimal work results, so companies are advised to pay more attention to increasing work motivation through an adequate approach. Therefore, there is a positive and significant influence of the Work Motivation variable on Performance.

## **2. The Influence of Leadership Style on Performance**

Although leadership style is an important factor in management, the results of the T-test show that this variable does not have a significant effect on the performance of Advent Hospital Bandung employees, with a  $t_{calculated}$  value of -1.596 smaller than the  $t_{table}$  of 1.988 and a significance value of 0.114 which is greater than 0.05. This means that the leadership style in this model is not strong enough to influence performance. This may be due to other factors that are more dominant in influencing performance, or the leadership style applied is not in accordance with employee needs. Therefore, there is no positive and significant influence of the Leadership Style variable on Performance.

## **3. The Influence of Compensation on Performance**

The test results show that Compensation has a positive and significant effect on the Performance of Bandung Adventist Hospital employees, with a  $t_{count}$  of 3.346 which is greater than the  $t_{table}$  of 1.988 and a significance of 0.001 which is smaller than 0.05. This indicates that better compensation will have a significant impact on employee performance. Decent compensation is considered a form of appreciation for employees, which can increase their enthusiasm and commitment in carrying out their duties. Therefore, there is a positive and significant effect of the Compensation variable on Performance.

1. Simultaneous effects Work Motivation, Leadership Style, and Compensation for Performance. Work Motivation, Leadership Style, and Compensation together have a significant effect on the Performance of Advent Bandung Hospital employees, with a  $F_{calculated}$  of 12.527 which is greater than the  $F_{table}$  of 2.71, and a significance value of 0.000 which is smaller than 0.05. This proves that the three variables collectively provide a significant contribution to performance.
2. The calculated R Square value of 0.309 shows that 30.9% of the variation in Performance can be explained by the variables of Work Motivation, Leadership Style, and Compensation. The remaining 69.1% is influenced by other variables not covered in this

study, such as Organizational Culture, Work-Life Balance, and Employee Training and Development . The Adjusted R Square value of 0.284 shows results that are close to R Square, which indicates that the regression model used is quite good even though there is room for improvement.

## 5. CONCLUSION AND SUGGESTIONS

### Conclusion

The results of the study indicate that, partially, the variables of *Work Motivation and Compensation* have a positive and significant influence on *the Performance* of employees of Advent Bandung Hospital, but the *Leadership Style variable* does not have a significant influence on Performance in this model. The *Compensation variable* shows a stronger influence than Work Motivation. However, simultaneously, these three variables simultaneously have a significant influence on Employee Performance, although there is still 69.1% of variation influenced by other variables not examined in this study.

### Suggestion

Based on the results of the discussion and conclusions drawn, the author provides the following suggestions :

- a) Strengthening Motivation Program
- b) Adventist Hospital Bandung Management can consider programs that can increase employee work motivation, such as performance-based reward systems, recognition or appreciation of employee achievements and the development of a supportive work environment. High motivation among employees can help increase productivity and operational effectiveness.
- c) Compensation System Optimization  
Given that compensation has a significant influence on performance, hospitals can review compensation policies such as policies on cutting travel and meal allowances because employees are not working due to illness. The provision of performance-based incentives that have been implemented with the aim of improving employee performance still needs to be continuously evaluated and refined, so that the improvement in employee performance which is the goal of providing incentives can be achieved. Evaluation and Adjustment of Leadership Style
- d) Given that leadership style does not show a significant influence in this model, management may need to conduct an evaluation to adjust the leadership style that is more

in line with the needs of the team and the hospital's vision. Management may consider a more collaborative or transformational leadership approach. The strategy or work plan needs to be communicated well by the leader so that subordinates can understand it well, the leader must accept complaints and input for improvement from subordinates and be firm in making decisions.

- e) Exploration of other factors affecting performance The results of the coefficient of determination ( $R^2$ ) provide an opportunity of 69.1% to explore variations in performance influenced by other factors not examined in this study, so it is recommended for further research to consider other factors, such as skills development, work-life balance, organizational culture, and supporting technology. This is important so that the research results are better because they are carried out holistically and sustainably.

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