

The Influence of Leadership, Organizational Commitment, and Job Satisfaction on Employee Performance at the Mozes Kilangin Timika Airport Administration Office in Mimika Regency

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Abstract:

This study analyzes the influence of leadership, organizational commitment, and job satisfaction on employee performance at the Mozes Kilangin Timika Airport Administration Office. The method used is a quantitative approach strengthened by qualitative triangulation, data were collected through questionnaires distributed to 84 employees and interviews with key informants. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) and descriptive analysis. The findings indicate that all three variables, both individually and collectively, exert a positive and significant influence on employee performance. These results highlight the importance of effective leadership, a high level of commitment grounded in a sense of ownership, and job satisfaction fostered by a conducive work environment. Nonetheless, areas for improvement were identified, including policy consistency, transparency in human resource development, and employee benefits. This research underscores the need for integrated management of these factors to achieve optimal and sustainable performance in public service delivery

Keywords:

Leadership, Organizational Commitment, Job Satisfaction, Employee Performance, Airport

I. Introduction

Airports are complex and dynamic public facilities, where effective performance measurement presents a considerable challenge due to the involvement of diverse stakeholders and their roles in regional and national economies (Bezerra & Gomes, 2016; Humphreys & Francis, 2002). As airports evolve into economic hubs and drivers of regional development (Fu et al., 2021), enhancing airport performance has become critical for maintaining competitiveness in the logistics sector and the local economy (Lee et al., 2021). In the modern and increasingly competitive aviation industry, airports have transformed into multi-service enterprises, making an in-depth understanding of employee performance and the factors influencing it ever more essential (Antwi et al., 2019).

One of the key airports in Papua is Mozes Kilangin Timika Airport, which serves as a center for transportation, logistics distribution, and economic activity. Despite holding a Google Maps rating of 4.4, most positive reviews focus on the facility itself, described as modern, clean, and comfortable, rather than the quality of employee service. Several complaints highlight shortcomings in baggage handling, including damaged or lost luggage and staff smoking in restricted areas, indicating lapses in discipline.

Furthermore, the Google Maps reviews also record customer complaints regarding baggage theft by staff. These incidents are not merely allegations but have been substantiated by police investigations involving five ground handling staff suspected of theft, with one individual formally named as a suspect (Salam Papua, 2023). Additionally, reports have emerged of unprofessional behavior by security personnel, including instances of rough treatment of passengers (Pojok Papua, 2022).

Problems related to employee performance, including suboptimal service quality, indiscipline, lack of professionalism, and even criminal acts, have become serious concerns for the management of the Mozes Kilangin Timika Airport Administration Office. These issues can negatively impact the overall operational effectiveness of the airport. Therefore, it is essential to conduct an in-depth analysis of employee performance and the factors influencing it.

Achieving a high level of employee performance is critical to organizational success (Silva et al., 2023), and effective management is key to optimizing outcomes (Schraeder & Jordan, 2011). As a labor-intensive public sector organization, the performance of employees at the Airport Administration Office directly affects the quality of services provided (Knies et al., 2024). Challenges in public performance management are often exacerbated by contextual constraints (Hill & Plimmer, 2024). Nonetheless, human capital remains a crucial resource for achieving competitive advantage (Ahmed et al., 2013).

Based on a review of the literature, three main factors are presumed to influence employee performance: leadership (Aburumman & Alrweis, 2024; Latifah et al., 2024), job satisfaction (Cao et al., 2024; Pio, 2022), and organizational commitment (AlMazrouei, 2023; Chiu et al., 2020). Leadership was selected as a variable due to issues of indiscipline and lack of professionalism; effective leadership shapes a conducive work environment and motivates employees (Sinurat et al., 2024). Job satisfaction is emphasized because service-related complaints suggest that low satisfaction levels may trigger performance problems, whereas satisfied employees tend to be more productive (Mardanov, 2021). Finally, organizational commitment was chosen since incidents of indiscipline and criminal behavior imply problems with psychological attachment; employees with strong commitment are more likely to demonstrate dedication (Chouhan, 2023).

Although numerous prior studies have examined the relationships among leadership, organizational commitment, and job satisfaction and their impact on employee performance, a research gap persists due to inconsistent findings regarding their influence. Several studies have identified a positive impact of leadership (Karim et al., 2023; Siraj et al., 2022), organizational commitment (Sudha et al., 2024; Vuong et al., 2023), and job satisfaction (Cao et al., 2024; Lasisi et al., 2020) on employee performance. However, other studies have reported insignificant effects (Goetz & Wald, 2022; Riyanto et al., 2021; Silva et al., 2023). These divergent results indicate the need for further replication and investigation in different contexts.

In response to this research gap and the need for deeper inquiry in varied settings, this study aims to analyze the influence of leadership, organizational commitment, and job satisfaction on employee performance at the Mozes Kilangin Timika Airport Administration Office. The novelty of this research lies in its focus on an airport in a remote region of Papua, which has rarely been the subject of empirical study, and in its specific examination of the combined effects of these three factors on individual employee performance, an area that remains underexplored in the context of Indonesian airports. Additionally, the use of a mixed-methods approach (quantitative and qualitative) represents a unique strength, providing a

comprehensive understanding and reinforcing the findings. This study is expected to enrich insights and contribute to the theoretical framework on employee performance in the airport sector.

II. Review of Literature

2.1 Literature Review and Hypothesis Development

Employee performance is a critical component of organizational success (Silva et al., 2023). According to Sinurat et al. (2024), employee performance refers to the output, both in quality and quantity, produced to fulfill the organization's vision. In the context of airports, employee performance is particularly vital because it directly affects service quality and operational safety (Chikha & Skorupski, 2022; Paethrangsi et al., 2021).

Although many studies on airports have focused primarily on passenger experience, employee motivation and engagement are equally important, as they directly impact service quality (D'Alonzo et al., 2021). Airport employee performance influences passenger satisfaction through efficient check-in processes, security procedures, and baggage handling services (Bezerra & Gomes, 2016; Fakfare et al., 2021). Failures in these areas can lead to dissatisfaction and operational inefficiency (Hong et al., 2020), while human factors also play a significant role in ground operational safety (Muecklich et al., 2023).

2.2 Leadership

Leadership is the ability of a leader to guide, direct, and influence individuals to achieve organizational goals (Iqbal *et al.*, 2015). Within organizations, leadership extends beyond decision-making to creating a work environment that supports employee effectiveness (Mercader *et al.*, 2021). Effective leadership styles have been proven to improve employee performance, particularly in challenging circumstances (Mahdinezhad *et al.*, 2013; Zeb *et al.*, 2018).

Numerous studies have demonstrated a positive relationship between leadership and employee performance (Aburumman & Alrweis, 2024; Latifah *et al.*, 2024). Leaders shape work behaviors and employees' contributions to the organization (Eliyana *et al.*, 2019) by fostering a conducive environment through shared values and clear direction (Hogan & Kaiser, 2005). Leaders who show respect and trust toward subordinates can enhance motivation and productivity (Anand *et al.*, 2018). Furthermore, both transformational and transactional leadership styles have been shown to have a significant positive effect on performance (Aburumman & Alrweis, 2024; Rifqi *et al.*, 2025). Accordingly, this study proposes the following hypothesis:

H1: Leadership has a positive effect on employee performance.

2.3 Organizational Commitment

Organizational commitment refers to a psychological state that characterizes an individual's attachment to the organization, influencing various work behaviors and outcomes (Klein et al., 2012). This attachment drives individuals to build strong relationships with their workplace, motivating them to remain and contribute optimally (Enache et al., 2013; Patiar & Wang, 2016). Commitment also reflects employees' readiness to meet targets and complete tasks (Harb et al., 2023).

Employees with high levels of commitment tend to be more loyal, work harder to achieve goals, and exhibit positive behaviors such as increased productivity, engagement, and innovation (Makumbe, 2025). Various studies have confirmed the positive influence of organizational

commitment on employee performance (Sudha *et al.*, 2024; Vuong *et al.*, 2023), underscoring its importance in enhancing performance. Based on this evidence, the second hypothesis is formulated:

H2: Organizational commitment has a positive effect on employee performance.

2.4 Job Satisfaction

Job satisfaction reflects individuals' evaluations of their work, based on their attitudes toward various aspects of their job (Kokali *et al.*, 2024). Research on job satisfaction is important because of its impact on employees' attitudes and behaviors (Jin *et al.*, 2018), and its connection to high-performance work practices that improve performance (Nasurdin *et al.*, 2020). Job satisfaction also motivates individuals to leverage their working conditions to achieve optimal results (Taamneh *et al.*, 2024).

Organizations that prioritize employee satisfaction tend to experience improvements in service quality, customer satisfaction, and productivity (Mardanov, 2021). Several studies have confirmed the positive effect of job satisfaction on employee performance (Cao *et al.*, 2024; Lasisi *et al.*, 2020). Research conducted at an international airport in Nigeria (Lasisi *et al.*, 2020) and at PT Angkasa Pura I Makassar (Selti *et al.*, 2024) demonstrated that job satisfaction directly contributes to improved employee performance. Based on this discussion, the third hypothesis is proposed:

H3: Job satisfaction has a positive effect on employee performance.

2.5 The Simultaneous Influence of Leadership, Organizational Commitment, and Job Satisfaction on Employee Performance

Employee performance is a key indicator for assessing organizational effectiveness, particularly in public service sectors such as airports. Previous studies have confirmed that these three variables can exert a simultaneous influence on employee performance. Nabuasa *et al.* (2024) found that leadership style, organizational commitment, and job satisfaction, both individually and collectively, have significant effects. This finding highlights that the combination of effective leadership behaviors, job satisfaction, and emotional commitment is central to improving productivity. Studies by Tobigo (2016) and Haris *et al.* (2019) also support the simultaneous impact of these three variables on employee performance, demonstrating that a positive work environment created by leaders, supported by satisfied and committed employees, contributes to overall performance improvement. Therefore, the fourth hypothesis of this study is formulated as follows:

H4: Leadership, organizational commitment, and job satisfaction simultaneously have a positive and significant effect on employee performance.

The research model illustrating the relationships among these variables is presented in Figure 1.

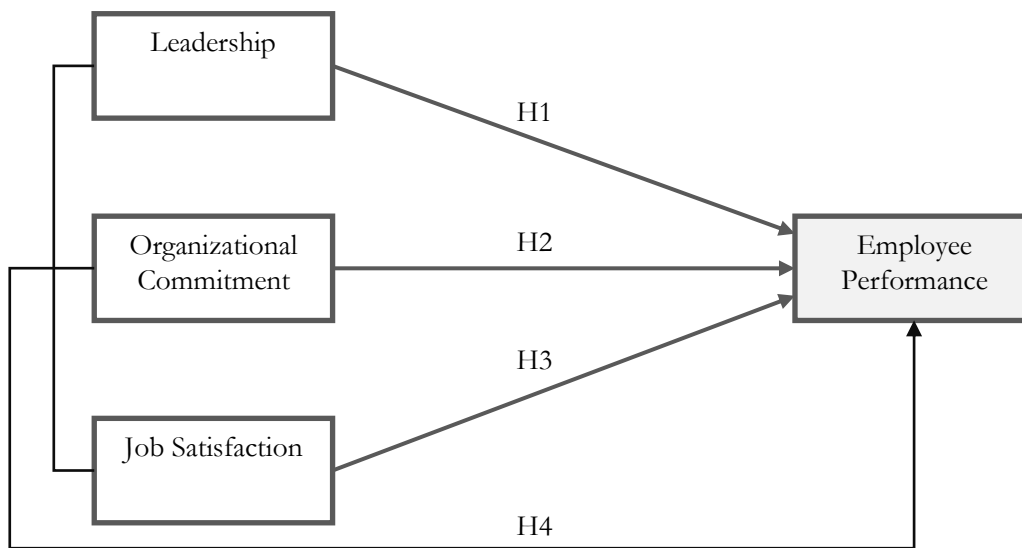


Figure 1. Research Model

III. Research Methods

This study adopted a quantitative approach reinforced with qualitative data (triangulation), implementing a sequential explanatory mixed-methods design. This approach enabled the researcher to gain a comprehensive understanding of the influence of leadership, organizational commitment, and job satisfaction on employee performance at the Mozes Kilangin Timika Airport Administration Office.

The study population comprised all employees at the office, totaling 84 individuals; therefore, a census sampling technique was applied to collect quantitative data through questionnaires. Qualitative data were gathered via in-depth interviews with key informants to enrich and contextualize the quantitative findings. The variables examined, along with the number of indicators and the reference studies informing their adoption, are detailed in Table 1. Quantitative data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS software, while qualitative data were analyzed deductively to corroborate the quantitative results.

Table 1. Variable Names, Number of Indicators, and Adopted Studies

No	Variable	Number of Indicators	of Source
1	Leadership	16	Avolio dan Bass (2004)
2	Organizational Commitment	7	Allen dan Meyer (1990)
3	Job Satisfaction	14	Valaei dan Jiroudi (2016)
4	Employee Performance	15	Pradhan dan Jena (2016)

IV. Results and Discussion

Questionnaires were distributed to the entire employee population of the Mozes Kilangin Timika Airport Administration Office (84 employees). Of these, 81 questionnaires were returned and deemed valid for analysis, achieving a response rate of 96.43%. Descriptive analysis of respondent characteristics provided an overview of the demographic profile of employees by

gender, education level, age, and tenure. As shown in Table 2, the majority of respondents were male (78%) and held a Diploma Three (D3) qualification (70%). Most were in the early productive age range of 18–29 years (75%), with tenure predominantly between 1–5 years (69%). As shown in Table 2, the majority of respondents were male (78%) and held a Diploma Three (D3) qualification (70%). Most were in the early productive age range of 18–29 years (75%), with tenure predominantly between 1–5 years (69%).

Table 2. Respondent Demographic Characteristics

Characteristics	Alternative Answers	Frequency	Percentage (%)
Gender	Male	63	78%
	Female	18	22%
Education	Senior High School	6	7%
	Diploma 3	57	70%
	Bachelor Degre (S1)	17	21%
	Master Degre (S2)	1	1%
	Doctoral Degre (S3)	0	0%
Age	18-29 years old	61	75%
	30-39 years old	14	17%
	40-49 years old	6	7%
	>50 years old	0	0%
Period of Service	1-5 years	56	69%
	5-10 years	7	9%
	11-15 years	6	7%
	16-20 years	5	6%
	>25 years	7	9%

The outer model analysis aimed to ensure that the measurement instruments used in this study were valid and reliable. The results, presented in Table 3, demonstrate strong validity and reliability. Convergent validity, assessed via factor loadings and Average Variance Extracted (AVE), was achieved. Most indicators showed factor loadings above 0.70, and indicators with loadings between 0.50–0.70 were retained (Ghozali & Latan, 2015). All variables exhibited AVE values above 0.50, indicating that each indicator adequately represented its construct. Internal consistency reliability was also very high, as measured by Composite Reliability (CR), all exceeding 0.90, and Cronbach’s Alpha (CA) values above 0.60, confirming the instruments’ consistency and dependability.

Table 3. Factor Loadings and Reliability Coefficients

Variables	Items	Loading	AVE	CA	CR	
Leadership	KM1	The leader acts as a role model by demonstrating attitudes and behaviors that reflect organizational values.	0,522	0,612	0,953	0,959
	KM2	The leader provides clear directions for completing tasks and addressing work challenges.	0,650			
	KM3	The leader encourages creativity and innovation in accomplishing work.	0,691			
	KM4	The leader listens to and considers employees’ ideas	0,706			

		and input.				
	KM5	The leader pays attention to and supports employees' needs and career development.	0,812			
	KM6	The leader invests in training and coaching to enhance employee competencies.	0,828			
	KM7	The leader sets high work expectations to encourage performance improvement.	0,871			
	KM8	The leader develops motivational strategies for employees to achieve their best performance.	0,832			
	KM9	The leader ensures that employee achievements are rewarded as agreed upon.	0,650			
	KM10	The leader provides feedback on what employees should do to obtain rewards.	0,849			
	KM11	The leader recommends high-performing employees for promotions and raises.	0,830			
	KM12	The leader rewards employees who demonstrate excellent performance.	0,850			
	KM13	The leader takes corrective action after mistakes occur.	0,779			
	KM14	The leader enforces rules for employees who do not fulfill their obligations.	0,825			
	KM15	The leader pays particular attention to errors to ensure improvement.	0,774			
	KM16	The leader demonstrates concern by taking preventive measures to avoid failures.	0,831			
Organizational Commitment	KO1	I feel happy and proud if I can spend the rest of my career in this office.	0,889	0,672	0,918	0,934
	KO2	I feel emotionally attached to this office, so the problems it faces are also my concern.	0,812			
	KO3	I believe it is difficult to find another job with the same income and stability as I currently have.	0,753			
	KO4	I am reluctant to leave this office because I fear I will not	0,762			

		get comparable opportunities elsewhere.				
	KO5	Leaving this office would be difficult because I have invested so much in my job and work environment.	0,892			
	KO6	I feel this office has provided many benefits for my life and career development.	0,727			
	KO7	I believe this office deserves my loyalty and dedication.	0,885			
Job Satisfaction	KK1	I feel I receive fair pay for my work.	0,809	0,702	0,967	0,970
	KK2	I feel valued by the organization based on the compensation I receive.	0,779			
	KK3	High-performing employees have fair chances of promotion.	0,860			
	KK4	I see promotion opportunities in my job.	0,779			
	KK5	I am satisfied with the benefits I receive.	0,863			
	KK6	The benefits package provided by the organization is fair and reasonable.	0,770			
	KK7	I enjoy working with my colleagues.	0,798			
	KK8	My job is easier because of my colleagues' competence.	0,735			
	KK9	Rules and procedures at work help streamline my tasks.	0,911			
	KK10	My efforts to perform well are rarely hindered by excessive bureaucracy.	0,861			
	KK11	I enjoy the tasks I perform at work.	0,910			
	KK12	I feel proud to carry out my work.	0,825			
	KK13	Communication within the organization is effective.	0,896			
	KK14	Job assignments are explained clearly and thoroughly.	0,907			
Employee Performance	KP1	I always complete assigned tasks on time.	0,714	0,597	0,951	0,957
	KP2	I strive to maintain high work standards in every task.	0,789			
	KP3	I can complete tasks well without much supervision.	0,672			
	KP4	I can handle multiple tasks	0,720			

	simultaneously to achieve organizational goals.	
KP5	I am highly enthusiastic about my work.	0,773
KP6	I can adapt to changes in work when the situation demands it.	0,797
KP7	I am able to complete work effectively despite changes.	0,816
KP8	I remain calm and professional when receiving criticism about my work.	0,859
KP9	I feel comfortable with flexibility in my job.	0,855
KP10	I can cope well with organizational changes over time.	0,802
KP11	I am willing to help colleagues when asked or needed.	0,774
KP12	I actively share knowledge and ideas with my team or department.	0,583
KP13	I maintain good coordination with coworkers.	0,747
KP14	I communicate effectively with colleagues when solving problems and making decisions.	0,808
KP15	I actively participate in group discussions and work meetings.	0,832

Discriminant validity (Table 4), assessed using the Heterotrait-Monotrait Ratio (HTMT), was also established, with all HTMT values between constructs falling below 0.90 (Henseler et al., 2015). This finding confirms that each construct is distinct and empirically different from the others.

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	Leadership	Job Satisfaction	Employee Performance	Organizational Commitment
Leadership				
Job Satisfaction	0,824			
Employee Performance	0,853	0,861		
Organizational Commitment	0,806	0,844	0,865	

Subsequently, the inner model analysis provided an overview of the model's predictive power. Based on Table 5, the coefficient of determination (R^2) for employee performance was 0.803, which is considered substantial. This indicates that 80.3% of the variance in employee performance can be jointly explained by leadership, organizational commitment, and job satisfaction. The Q-Square (Q^2) value of 0.464 further demonstrates the model's strong

predictive relevance, indicating that the model not only explains but can also predict changes in employee performance. Meanwhile, the effect size (f^2) analysis revealed that each independent variable had a medium effect on employee performance, with f^2 values of 0.148 for leadership, 0.150 for job satisfaction, and 0.184 for organizational commitment, all close to or within the medium category (Ghozali & Latan, 2015).

Table 5. Coefficients of Determination and Predictive Relevance

	R-Square	R-Square Adjusted	Q-Square
Employee Performance	0,803	0,795	0,464

The hypothesis testing results presented in Table 6 show that leadership, organizational commitment, and job satisfaction individually have a positive and significant impact on employee performance. With t-statistic values exceeding 1.66 and p-values below 0.05, Hypotheses 1, 2, and 3 are supported. Furthermore, the simultaneous F-test produced an F-statistic of 86.263 with a significance level of 0.000 (<0.05), confirming that leadership, organizational commitment, and job satisfaction collectively have a positive and significant effect on employee performance, thus supporting Hypothesis 4.

Table 6. Results of Direct Effect Hypothesis Testing

Hypothesis		Path Coeff.	T-Statistic	P-Values	Results
H1	Leadership → Employee Performance	0,300	1,977	0,049	Supported
H2	Organizational Commitment → Employee Performance	0,342	2,440	0,016	Supported
H3	Job Satisfaction → Employee Performance	0,325	2,203	0,029	Supported

In addition to the quantitative analysis, this study also collected qualitative data through face-to-face interviews with 15 employees from various divisions at the Mozes Kilangin Timika Airport Operator Unit Office. These unstructured interviews aimed to obtain in-depth perceptions of leadership, organizational commitment, and job satisfaction, providing rich contextual insights to complement the quantitative findings.

Regarding leadership, most informants described their leaders as participative and communicative, motivating employees through trust and offering moral support. However, some criticisms emerged, including sudden or poorly socialized directives and inconsistencies in how different units are treated. Support for career development varied, with expectations for clearer career pathways and more regular coaching. The reward system was perceived as largely informal, and the consistency of sanctions was seen as an area needing improvement, with hopes for a more objective and timely mechanism to ensure fairness.

Concerning organizational commitment, respondents expressed a strong sense of attachment driven by a sense of responsibility, ownership, job stability, and financial security. A supportive work environment, harmonious interpersonal relationships, and, though limited, opportunities for professional development contributed to strengthening commitment. Fair, transparent, and consistent organizational policies and a culture of collective work were also seen as fostering loyalty. Factors such as recognition for performance, clarity of career paths, involvement in decision-making, open communication, and adequate work facilities were perceived as further reinforcing employees' commitment.

In terms of job satisfaction, most respondents reported feeling satisfied with the conducive work environment and harmonious relationships among colleagues, which created a sense of family. Nevertheless, aspects of compensation and transparency in promotions remained areas of concern, along with imbalances in workload. While the availability of facilities was viewed positively, disproportionate workloads could undermine morale. Strong interpersonal relationships were highly supportive, although cross-departmental communication was expected to be more open. Operational policies and procedures were considered sufficiently clear but needed to be more anticipatory, effectively socialized, and inclusive of employee input in their formulation.

Discussion

The findings of this study indicate that leadership has a positive effect on employee performance at the Mozes Kilangin Timika Airport Operator Unit Office, supporting the first hypothesis and aligning with previous studies (Aburumman & Alrweis, 2024; Latifah et al., 2024). Leadership emerged as the most appreciated factor, particularly transformational styles that inspire and motivate employees to achieve optimal performance (Mahdinezhad et al., 2013; Zeb et al., 2018).

Interview results corroborated the prevalence of communicative and participative leadership styles, characterized by clear guidance and coaching. However, inconsistencies in instructions and treatment were noted, alongside career development and reward systems that remained largely informal. Although contingent rewards existed, optimizing performance requires improvements in policy consistency, transparency of rewards and sanctions, and strengthening of comprehensive career development systems (Jacobsen & Bøgh Andersen, 2017; Mohiuddin, 2017).

Organizational commitment was also found to have a positive effect on employee performance, supporting the second hypothesis and consistent with prior studies (Sudha et al., 2024; Vuong et al., 2023). Commitment reflects a strong psychological attachment driven by moral responsibility and emotional bonds to the organization, contributing to optimal performance. Interview findings highlighted that a disciplined and cooperative organizational culture reinforced commitment, but also revealed limited employee involvement in decision-making and uneven distribution of development opportunities. Enhancing commitment will require increased participation, fairer HR policies, and a more transparent development system to sustain performance (Kumar & Saha, 2017; Singh & Mohanty, 2011).

Job satisfaction was also found to have a positive effect on employee performance, supporting the third hypothesis and aligning with previous studies (Cao et al., 2024; Lasisi et al., 2020). The dimensions of job characteristics and communication showed particularly high levels of satisfaction, as employees enjoyed their tasks and benefited from clear communication, which fostered better performance. Compensation was perceived as fair and contributed to a sense of being valued (Cantarelli et al., 2015). However, additional benefits and promotion opportunities remain important areas for improvement. The interview results underscored the importance of positive social relationships, although there is a need for more informal forums. Policies and work procedures were generally regarded as clear but were recommended to become more anticipatory and efficient through digitalization (Barbu et al., 2025; Fernández-Portillo et al., 2024).

Leadership, organizational commitment, and job satisfaction collectively had a positive and significant impact on employee performance, supporting the fourth hypothesis. This was

demonstrated by the significant F-test results, confirming the synergy among these three factors in driving performance within the public sector. These findings are consistent with prior research (Haris et al., 2019; Tobigo, 2016). Therefore, at the Mozes Kilangin Timika Airport Operator Unit Office, sustainable performance improvements require a comprehensive managerial approach that integrates strategic leadership, satisfying working conditions, and strong emotional attachment among employees.

V. Conclusion

This study concludes that leadership, organizational commitment, and job satisfaction, both individually and collectively, have a positive and significant influence on employee performance at the Mozes Kilangin Timika Airport Operator Unit Office. Effective leadership styles, high commitment, and strong job satisfaction are the main drivers of performance. However, policy consistency, transparency in reward and sanction systems, equitable opportunities for human resource development, employee involvement in decision-making, as well as improvements in benefits and process efficiency, remain critical areas in need of enhancement.

Therefore, it is recommended that management strengthen policy consistency and transparency in rewards and sanctions, while also systematizing career development efforts. It is equally important to increase employee participation in decision-making processes and ensure fair distribution of professional development opportunities. To enhance job satisfaction, it is advisable to revise additional benefits, establish more transparent promotion pathways, foster stronger social relationships, and advance the digitalization of work procedures. Future studies are encouraged to expand the scope of inquiry to other units or sectors to improve the generalizability of the findings. A longitudinal approach could be employed to observe the dynamics of these variables over time, and testing the roles of moderating or mediating variables would further enrich the understanding of how these factors relate to employee performance.

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