

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK ENVIRONMENT, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE IN MANUFACTURING COMPANIES



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Abstract

The purpose of this study is to examine how employee performance in manufacturing organizations is impacted by transformational leadership style, work environment, and job satisfaction. This study used an associative, quantitative methodology with a sample of 110 employees from PT. Siraj Badawi Cukup Rupiah. Likert scale surveys were used to gather data, and the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach was used to analyze the results. The findings of the study indicate that employee performance is not significantly impacted by transformative leadership. Employee performance is also not significantly impacted by the workplace. Nonetheless, employee performance is significantly impacted by work satisfaction. These results suggest that elements other than work environment and leadership style may be more important in raising employee performance. The significance of job happiness in raising employee commitment and productivity is emphasized by this study. Therefore, it is recommended that businesses concentrate more on enhancing job happiness in order to sustainably maximize employee performance.

Keywords: Transformational Leadership Style, Work Environment, Job Satisfaction, Employee Performance, Manufacturing Companies

INTRODUCTION

Every person and business face more difficult tasks as a result of globalization and digital change. To be competitive, these problems require high levels of efficiency and creativity. One of the key elements that leads to this achievement is employee performance. Performance encompasses both actions and methods, reflecting the outcomes of the labor (Ayunasrah et al., 2022). In addition to carrying out organizational strategies, employees are the primary forces behind generating competitive advantage. To effectively and efficiently support the fulfillment of goals, the number and quality of personnel must match the needs of the business (Hasibuan, 2021:27). Maintaining and enhancing employee performance is challenging, though, as a number of internal and external factors interact.

Leadership style is one crucial element. In essence, a leader's style is the method or strategy they employ to persuade, mentor, inspire, and guide followers toward achieving shared objectives. The transformational leadership style is among the intriguing leadership philosophies to talk about. The transformational leadership style emphasizes the idea that organizations function best when leaders and their subordinates collaborate (Thoriq & Rahayuningsih, 2024). Employees who are encouraged to transform their personalities will be enthusiastic and passionate, generating powerful emotions and desires from the lowest level of need to the highest degree of need, ensuring that followers succeed and attain the desired outcomes (Solahudin et al., 2024).

Robbins & Judge (2021:262-263) add that transformational leaders are more successful because they are creative and inspire their followers to be creative as well. Organizational performance is better in companies with transformational leaders because senior managers are more in accord on the organization's aims.

According to additional research, transformational leadership affects employee performance. This is evident in the realities encountered in the workplace, where a leader will inspire and motivate his staff to work harder and more enthusiastically, which will undoubtedly boost output (Cahyandani, 2021; Faqih et al., 2023; Pratama & Sutianingsih, 2023).

The workplace environment is crucial in addition to leadership style since it has an impact on employees' emotions (Apriliana & Kusdiyanto, 2024). For employees to function at their best, management must make sure that the workplace offers a high standard of living (Naufalia et al., 2022). Because they can work more easily, safely, and effectively in a comfortable setting, people can perform better at work (Jumady, 2022). The strong link between work environment and employee performance is well-documented in research, which stresses that a positive environment is essential for improving and defining employee performance standards (Faqih et al., 2023; Uma & Swasti, 2024).

Another factor that is no less important is job satisfaction. According to Sinambela (2019:303), life satisfaction includes job satisfaction. Feelings at work are influenced by one's surroundings outside of work. Correspondingly, due to the substantial role of work in life, how satisfied one is with their job affects their general happiness. The degree to which workers' needs and expectations are satisfied at work is referred to as job satisfaction. Therefore, contented workers are more likely to be loyal, have high levels of organizational commitment, and make more contributions to the objectives of the company. On the other hand, a high personnel turnover rate, conflict, and poor productivity are frequently the results

of job discontent. Studies in the past have established that job satisfaction has a substantial positive effect on how well employees perform (Nurrohmat & Lestari, 2021; Uma & Swasti, 2024). Every possible distraction that could impact an employee's performance at work needs to be properly thought out and monitored.

This analysis is supported by the following table, which shows employee performance evaluation data for the last three years (2022–2024) across divisions at PT Siraj Badawi Cukup Rupiah.

Table 1
Employee Performance Appraisal of PT. SBCR

No	Division	KPI	Average Employee Performance Score Per Division					
			2022		2023		2024	
			Value	Description	Value	Description	Value	Description
1	Marketing & Sales	Quality of Work	70	Sufficient	80	Good	80	Good
		Number of Jobs	70	Sufficient	80	Good	80	Good
		Discipline & Compliance	70	Sufficient	70	Sufficient	70	Sufficient
		Independence	80	Good	80	Good	90	Excellent
		Integrity	70	Sufficient	70	Sufficient	70	Sufficient
		Responsibility	70	Sufficient	80	Good	80	Good
		Quality of Work	70	Sufficient	80	Good	80	Good
2	Production	Number of Jobs	70	Sufficient	80	Good	80	Good
		Discipline & Compliance	80	Good	80	Good	90	Excellent
		Independence	70	Sufficient	80	Good	80	Good
		Integrity	70	Sufficient	80	Good	80	Good
		Responsibility	80	Good	80	Good	90	Excellent
		Quality of Work	80	Good	80	Good	90	Excellent
		Number of Jobs	70	Sufficient	80	Good	80	Good
3	Finance & General	Number of Jobs	70	Sufficient	80	Good	80	Good

		Discipline & Compliance	80	Good	80	Good	90	Excellent
		Independence	70	Sufficient	80	Good	80	Good
		Integrity	80	Good	80	Good	80	Good
		Responsibility	80	Good	80	Good	80	Good
		Quality of Work	80	Good	80	Good	80	Good
4	IT	Number of Jobs	80	Good	80	Good	80	Good
		Discipline & Compliance	80	Good	80	Good	90	Excellent
		Independence	70	Sufficient	80	Good	90	Excellent
		Integrity	80	Good	80	Good	80	Good
		Responsibility	80	Good	80	Good	80	Good

Source: Company Archives, 2025

The aforementioned employee performance assessment data indicates an upward trend in a number of performance metrics, including independence, number of jobs, and quality of work. This performance boost isn't dispersed equally among all divisions and aspects, though. In contrast to other divisions that have improved, the Marketing & Sales division has stagnated in the areas of integrity, discipline, and compliance, remaining in the sufficient category for the last three years. Furthermore, not many aspect has achieved the excellent category (90–100) in the last three years, despite certain aspects improving. This suggests that performance improvement has not yet reached its peak.

The purpose of this study is to investigate the effects of job satisfaction, work environment, and transformational leadership style on employee performance. It is anticipated that the research would help businesses create more effective methods to enhance overall employee performance by illuminating the relationship between these variables.

REVIEW OF LITERATURE

Transformational Leadership Style

According to Sule & Saefullah (2019:210–211), a leader is someone who can change people's behavior without resorting to coercion, allowing his followers to respect him as a leader. Robbins & Judge (2021:249) define leadership as the capacity to persuade a group of people to pursue a specified vision or objective. A corporation needs an effective leadership style to guide its employees and manage a variety of current issues with the appropriate response (Daryanto & Suryanto, 2022:59). Transformational leaders can have a significant

impact on their followers, claim Robbins & Judge (2021:261). They establish a clear vision, focus on the requirements of each individual, promote creativity, and inspire through excellent communication. These executives place a strong emphasis on teamwork, providing emotional support, and acknowledging each person's unique contributions to the company. Meanwhile, Bai et al explains that by encouraging understanding and acceptance of both group interests and individual interests, leaders can utilize transformational leadership to motivate their workforce with a vision that is inclusive and expands and improves their interests (Cahyandani, 2021). Essentially, this leadership approach, known as transformational leadership, places importance on the development of followers' professional and personal lives, as well as the attainment of organizational aims. Transformational leaders encourage beneficial changes in their followers' attitudes, values, and actions while motivating them to put the needs of the organization before their own.

According to Bass & Riggio, idealized influence is the first of the characteristics and markers of transformational leadership. When transformative leaders act in ways that enable them to become trusted, respected, and admired role models for their followers. Additionally, motivation that inspires. When transformative leaders act in a way that encourages and inspires everyone around them to be enthusiastic, optimistic, and team-oriented. Intellectual stimulation comes in third. Transformational leaders aim to inspire their people to be creative and imaginative, rethink issues, and take a fresh approach to them. And lastly, personalized attention. Transformational leaders present themselves as mentors or coaches who help their followers reach their full potential (Harsoyo, 2022).

Work Environment

The physical, psychological, and social elements of a workplace affect how well workers do their tasks (Ayunasrah et al., 2022). Furthermore, anything surrounding employees that may have an impact on their performance is another description of the work environment (Apriyani et al., 2023). Therefore, everything surrounding the workplace that may have an impact on how people operate is considered part of the work environment. The availability of air conditioning, for instance, can improve worker comfort and productivity by maintaining a cool working environment. Therefore, having sufficient tools, facilities, or everything else in the workspace will help workers do their jobs. Employees do higher-quality work when their workplace is better and more suited to their demands. Consequently, companies should prioritize the work environment to ensure they achieve their organizational objectives.

Physical and non-physical work settings are the two categories into which Sedarmayanti divides the workplace (Ayunasrah et al., 2022). Several indicators of the physical work environment are also mentioned by Sedarmayanti that including the lighting and air circulation, temperature, humidity, and noise levels in the workplace. However, non-physical markers of a positive work environment include connections with coworkers who get along well, supportive superiors, and respectful subordinates (Ayunasrah et al., 2022).

Job Satisfaction

In essence, job satisfaction is the joy or contentment an individual experiences while performing their duties (Sutrisno, 2020:75). According to Sinambela & Sinambela (2021:478), job satisfaction is defined as an individual's perspective on their work, which is formed by a combination of external support and personal qualities. These elements include

of the actual work as well as the working circumstances and results. Furthermore, Robbins & Judge (2021:46) characterize job satisfaction as favorable sentiments regarding one's employment that arise from an assessment of its attributes. Based on these diverse perspectives, it can be said that job satisfaction is a favorable psychological state that results from a confluence of internal and external elements. This sentiment is impacted by how a person assesses several facets of his job, including the workplace culture, connections with coworkers, recognition, and the harmony between work and personal life. Job satisfaction is defined as the level of contentment an individual experiences in their current employment (Hasanah et al., 2024). In addition to being a personal objective, job satisfaction is a strategic component that contributes to the organization's overall success.

Blum claims that a number of dimensions and indicators, including individual aspects like age, health, character, and expectations, have an impact on job satisfaction. Social elements, which include community interactions, political freedom, worker opinions, and family relationships, come in second. The third is the primary elements of the job, which include pay, prospects for growth, supervision, peace of mind, and working environment. The feeling of being treated properly in terms of personality and responsibilities is another, as are respect for abilities, social relationships at work, and correctness in resolving human problems (Sutrisno, 2020:77).

Employee Performance

Performance is the execution of a task and its completion in compliance with its duties in order to produce the desired outcomes. According to this concept, performance is mostly focused on the process, where enhancements are made during implementation to maximize work or performance outcomes (Sinambela & Sinambela, 2021:11). Purwadi said performance is the outcome or degree of success an individual demonstrates in completing tasks over a specific period, relative to established work standards, targets, or criteria (Rivaldo & Ratnasari, 2020). Rivai defines the characterizes the actual conduct that all people exhibit as the output of their jobs, which is determined by their position inside the firm (Ahmad et al., 2019). Additionally, organizations use employee performance as a standard for managing their operations in order to meet their objectives (Berliana et al., 2020). Employee performance will therefore always be a priority for the organization.

Employee performance is not something that just happens. The leader is responsible for managing performance. Employees and their leaders can collaborate to discuss and implement what an employee's performance should look like (Sinambela & Sinambela, 2021:41). Individual performance is the capacity of individuals to complete a task using specific abilities (Sinambela & Sinambela, 2021:11). According to Gibson, a number of elements, including organizational, psychological, and individual characteristics, influence performance (Ahmad et al., 2019).

According to Novianto, there are three primary categories of dimensions and performance indicators, which are as follows: There are five indications of quality, which include: a) Employees can perform work assigned by superiors, b) Employees are on time in completing work, c) Employees cooperate with others, d) Employees do not delay work, and e) Good cooperation. Second, quantity, measured by five indicators, including: a) Patience in facing tasks, b) Work with enthusiasm, c) Thorough when on duty, d) Responsible, and e) Employees have an understanding of their duties. Finally, timeliness which has five

indicators, including: a) Discipline about time, b) Can improve self quality, c) Come to the office on time, d) Return from the office on time, and e) Improve cooperation (Hermawan, 2022).

RESEARCH METHOD

This research uses an associative research method that is quantitative in nature, aimed at determining the relationship or connection between two or more variables. The population in this study consists of permanent employees of PT. Siraj Badawi Cukup Rupiah (SBCR) with a total of 151 employees. 110 respondents made up the sample size, which was determined using Slovin's Formula with a 5% margin of error. Simple random sampling is the method of sampling that is employed. It is referred to as simple (simple) because sample members are chosen at random from the population without taking into account the strata that make up that population. (Sugiyono, 2019:139). Questionnaires with a Likert scale were used to gather data. With the aid of SmartPLS 4 software, the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach was used to analyze the data for this investigation. Convergent, discriminant, and reliability tests are the first steps in the data analysis process. These are followed by the R-Square and F-Square tests, and lastly, the hypothesis test.

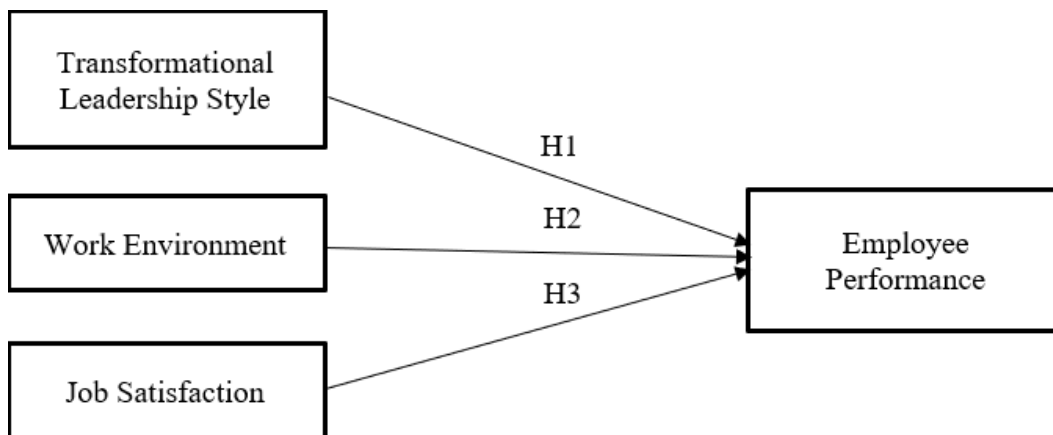


Figure 1
Conceptual Framework
 Source: Developed by the Authors, 2025

RESULTS AND DISCUSSION

Convergent Validity Test

Table 2
Convergent Validity Test Results

Item	Transformational Leadership Style	Work Environment	Job Satisfaction	Employee Performance
TLS.1	0,783			
TLS.2	0,638			
TLS.3	0,822			
TLS.4	0,711			

TLS.5	0,901		
TLS.6	0,553		
TLS.7	0,709		
TLS.8	0,710		
TLS.9	0,794		
WE.1		0,871	
WE.2		0,864	
WE.3		0,841	
WE.4		0,866	
WE.5		0,610	
WE.6		0,533	
WE.7		0,565	
JS.1			0,536
JS.2			0,515
JS.3			0,524
JS.4			0,793
JS.5			0,731
JS.6			0,539
JS.7			0,707
JS.8			0,634
EP.1			0,688
EP.2			0,778
EP.3			0,806
EP.4			0,706
EP.5			0,642
EP.6			0,556
EP.7			0,507
EP.8			0,674
EP.9			0,779
EP.10			0,739
EP.11			0,740
EP.12			0,602
EP.13			0,519
EP.14			0,511
EP.15			0,592

Source: Data Processing Results, 2025

According to the convergent validity test results, every indication is deemed valid since its loading factor value is more than 0.50.

Discriminant Validity Test

Table 3
Discriminant Validity Test Results

Variable	Transformational Leadership Style	Job Satisfaction	Employee Performance	Work Environment
Transformational Leadership Style				
Job Satisfaction	0.526			
Employee Performance	0.217	0.483		
Work Environment	0.658	0.699	0.229	

Source: Data Processing Results, 2025

The HTMT value of every variable in this study is less than 0.90, according to the discriminant validity test, suggesting that the variables can be clearly identified.

Reliability Test

Table 4
Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability (rho_c)
Transformational Leadership Style	0.896	0.915
Job Satisfaction	0.786	0.837
Employee Performance	0.907	0.920
Work Environment	0.879	0.897

Source: Data Processing Results, 2025

All variables have satisfied reliability norms and may be relied upon for usage in this study, according to the reliability test findings with Cronbach's Alpha and Composite Reliability, which indicate values above 0.70.

F-Square Test

Table 5
F-Square Test Results

Variable	R-square	R-square adjusted
Employee Performance	0.210	0.187

Source: Data Processing Results, 2025

The employee performance variable's R-Square value, as determined by the analysis, is 0.210, with an adjusted R-Square of 0.187. This suggests that 21% of the variation in employee performance may be explained by factors not included in this study, while the variables of transformational leadership style, work environment, and job satisfaction alone can only account for 21% of the variation. This R-Square value is classified as low to moderate based on the evaluation criteria.

F-Square Test

Table 6
F-Square Test Results

Variable	Transformational Leadership Style	Job Satisfaction	Employee Performance	Work Environment
Transformational Leadership Style			0.001	
Job Satisfaction			0.200	
Work Environment			0.000	
Employee Performance				

Source: Data Processing Results, 2025

According to the F-Square value, the following variables have a moderate impact on employee performance: job satisfaction at 0.200, work environment at 0.000, and transformational leadership style at 0.001 (weak). Based on these findings, it can be said that the only factor that significantly affects employee performance is job happiness; transformative leadership style and workplace culture have very little bearing.

Hypothesis Test

Table 7
Hypothesis Test Results

Relationship of Variable	T statistics (O/STDEV)	P values
Transformational Leadership Style -> Employee Performance	0.234	0.815
Job Satisfaction -> Employee Performance	4.941	0.000
Work Environment -> Employee Performance	0.171	0.865

Source: Data Processing Results, 2025

According to the hypothesis test results, employee performance is not significantly impacted by transformational leadership style (T-Statistics = 0.234; P-Value = 0.815). Likewise, there is no discernible impact of the workplace on worker performance (T-statistic = 0.171; P-value = 0.865). Hypotheses H1 and H2 are so disproved. However, it has been demonstrated that job satisfaction significantly affects employee performance (T-Statistics = 4.941; P-Value = 0.000), hence hypothesis H3 is accepted.

Based on these results, it can be said that, in this study, transformational leadership style and work environment have no discernible effects on employee performance; only job satisfaction significantly improves employee performance.

The Influence of Transformational Leadership Style on Employee Performance

The research results indicate that transformational leadership style does not have a significant impact on employee performance, although this leadership style is generally considered to enhance motivation. These findings are consistent with the research conducted by Fadilah et al. (2023), Negoro & K. (2023), and Nurhuda et al. (2019), which also found that transformational leadership style does not significantly affect employee performance.

Based on the respondents' data, the majority of employees in this study are in the age range of 31–45 years, have 3–10 years of work experience, and most are married, which

could be the main factor why transformational leadership style does not significantly affect their performance. Employees in this age group generally have mature work experience and stable work patterns, making them more likely to work independently based on the habits and skills they have developed over the years. With a higher level of autonomy, they do not rely heavily on inspiration or direction from transformational leaders to enhance their productivity. Moreover, marital status makes them more focused on aspects of job stability, financial incentives, and work-life balance, compared to visionary motivation.

Although the leaders have made efforts to provide motivation, employees feel that the encouragement is not strong enough to trigger a significant performance improvement. This indicates that there may be a gap between what the leader considers motivation and what employees actually need. Employees appreciate the freedom of creative thinking provided by leaders, but they do not see a direct correlation between that and their work effectiveness. This could mean that employees need clearer guidance on how creativity can be applied to improve work outcomes. The leaders' efforts in individual development have not yet been directly felt by employees in terms of performance improvement. This indicates that the development programs may need to be adjusted to be more relevant and measurable in their impact. Employees explicitly stated that rewards or incentives have a greater impact on their performance compared to transformational leadership style. This underscores the importance of recognition and tangible rewards in motivating employees.

Meanwhile, the results of this study are not in line with the research conducted by Robbins & Judge (2021), which states that transformational leaders tend to be more effective because they are able to encourage employee creativity and build consensus within the organization, ultimately improving performance. Additionally, research conducted by Cahyandani (2021), Faqih et al. (2023), and Pratama & Sutioningsih (2023) shows that transformational leadership has a positive impact on employee performance, particularly in providing enthusiasm and motivation. However, the results of this study indicate that in the context examined, other factors may be more dominant in influencing employee performance compared to the transformational leadership style. Meanwhile, the results of this study are not in line with the research conducted by Robbins & Judge (2021), which states that transformational leaders tend to be more effective because they are able to encourage employee creativity and build consensus within the organization, ultimately improving performance. Additionally, research conducted by Cahyandani (2021), Faqih et al. (2023), and Pratama & Sutioningsih (2023) indicates that employee performance is positively impacted by transformational leadership, especially when it comes to fostering motivation and excitement. However, the study's findings suggest that, in the environment under investigation, other elements might have a greater impact on worker performance than the transformational leadership style.

The Influence of the Work Environment on Employee Performance

This study also discovered that employee performance is not strongly impacted by the workplace, which is consistent with the results on the transformational leadership style variable. These results corroborate those of earlier research by Fatimah et al. (2019) and Warongan et al. (2022), which found that the work environment is not always the main determining factor in improving employee performance and can even have a negative impact. Additionally, the research by Alqorrib et al. (2023), Ningsih et al. (2022), Nugroho & Santosa

(2024), and Sarip & Mustangin (2023) also indicates that the work environment does not have a significant impact on employee performance.

From the respondent data obtained, the majority of employees in this study are in the age range of 31–45 years, with a work experience of 3–10 years, and most of them are married. This condition may be one of the factors explaining why the work environment does not have a significant impact on their performance. Employees in this age group generally have greater financial responsibilities and are more oriented towards job stability to meet family needs. Therefore, they are more likely to focus on their tasks and responsibilities at work, without overly worrying about the working conditions as long as their work can proceed smoothly.

Adequate physical working conditions do not automatically increase productivity. This shows that other factors, such as internal motivation and job satisfaction, may play a more dominant role. A good relationship with supervisors and colleagues is indeed important, but it does not directly translate into increased motivation or performance. This indicates that positive interpersonal relationships need to be balanced with other factors that drive performance. Employees rely more on other factors, such as job satisfaction or compensation, to improve performance compared to the work environment. This emphasizes that a comfortable work environment alone is not enough to motivate employees.

However, this study's findings run counter to Apriliana & Kusdiyanto's (2024) research, which highlights how the workplace greatly influences employees' emotions and moods, which can then impact their performance. The study by Naufalia et al. (2022) further highlights how crucial it is to maintain a high-quality workplace in order to promote the best possible performance from employees. Additionally, the Jumady (2022) study demonstrates that a comfortable and safe workplace can improve worker productivity. Similar studies by Uma & Swasti (2024) and Faqih et al. (2023) also showed that a happy work atmosphere has a major impact on raising the caliber of employee performance.

The difference in results shows that the influence of the work environment on employee performance highly depends on the demographic characteristics and socio-economic conditions of the workers. In some work environments that are more flexible and creativity-based, a conducive work atmosphere can be the main factor in improving performance. On the other hand, in more structured sectors like manufacturing, work effectiveness is often more influenced by the operational and managerial systems implemented.

The Influence of Job Satisfaction on Employee Performance

Employee performance is significantly impacted by strong job satisfaction, according to the study's findings. According to studies by Nurrohmat & Lestari (2021) and Uma & Swasti (2024), job satisfaction significantly affects employee performance. These findings are in line with those findings. Employee enthusiasm and contributions to the company will increase when they feel appreciated and their demands are addressed.

Satisfaction with salary and benefits has a direct impact on employee motivation. This shows that fair and competitive compensation is an important factor in improving performance. Clear career development opportunities motivate employees to complete their tasks. This underscores the importance of providing a clear career path and opportunities for professional growth. Employees who are satisfied with their jobs are more motivated to perform well and achieve targets. This emphasizes that job satisfaction is the key to

improving performance. Social factors, such as relationships with coworkers and the surrounding environment, provide a sense of comfort that encourages employees to be more productive. This clarifies that, aside from financial factors, social factors are very important in driving productivity.

This is further reinforced by the characteristics of the respondents in this study, where the majority are in the age range of 31–45 years, have 3–10 years of work experience, and are married. At this age and career stage, employees tend to focus more on job stability, financial security, and family well-being, so a high level of job satisfaction will further motivate them to work more optimally. On the contrary, job dissatisfaction can lead to increased turnover and decreased productivity, as employees who do not feel valued or do not receive adequate welfare tend to seek other more rewarding opportunities.

CONCLUSION

The study's findings suggest that neither the work environment nor the transformational leadership style significantly affects employee performance. These results contradict several previous studies that emphasize the importance of both factors in improving performance. The likely cause is the characteristics of the respondents in this study, where the majority of employees are in the age range of 31–45 years, have 3–10 years of work experience, and are married. In this condition, employees tend to focus more on job stability and family welfare compared to motivation derived from transformational leadership or the work environment. On the contrary, job satisfaction has proven to play a more dominant role in encouraging employees to work more optimally, indicating that aspects such as recognition, employee well-being, and financial security have a greater impact on their performance. Theoretically, this research provides a new perspective that job satisfaction can be the main factor driving productivity compared to leadership or the work environment. Practically, these findings imply that companies need to revisit their human resource management strategies by placing greater emphasis on enhancing job satisfaction through policies that support employee well-being. For future research, further exploration is needed regarding other factors that can influence employee performance, such as organizational culture, compensation systems, and work-life balance.

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