The Situational Leadership and Employee Competence: Assessing the Impact on Employee Performance through Work Motivation

I Nengah Suardhika[1], I Putu Agus Surya Prabawa[2], Anak Agung Putu Agung[3]

[1,2,3] Universitas Mahasaraswati Denpasar, Bali, Indonesia

ABSTRACT: This study investigates the mediating role of work motivation in the relationship between situational leadership, employee competence, and employee performance at PDAM Tirta Amertha Buana in Tabanan, Bali. Human resource management emphasizes the importance of effective leadership and employee competencies in achieving superior organizational performance. Employing a quantitative research design, data were collected from 80 permanent employees through validated and reliable questionnaires. The study utilized Structural Equation Modelling (SEM) with Smart-PLS 3.0 to analyses the causal relationships.

Findings reveal that situational leadership and employee competence positively influence employee performance, both directly and indirectly through work motivation. Situational leadership—characterized by adaptability to team dynamics and organizational conditions—enhances motivation by aligning leadership styles with employee needs. Similarly, employees with competencies aligned with their tasks exhibit higher motivation levels, contributing to improved performance. The mediation analysis confirms that work motivation significantly strengthens the impact of both situational leadership and competence on performance outcomes.

These results highlight the necessity for organizations to foster adaptive leadership practices and invest in competency development while simultaneously cultivating motivational strategies. Understanding these dynamics enables the design of effective HR policies that enhance employee engagement and drive sustained organizational success.

KEYWORDS: situational leadership, competence, work motivation, employee performance

I. INTRODUCTION

Human resource management (HRM) is a key factor in determining an organization's success in achieving its goals. Various studies have acknowledged that effective HRM is one of the keys to organizational success in competing and delivering superior performance (Bratton et al., 2021). The overall performance of an organization heavily depends on the achievements of its employees. The higher the employee performance, the better the organizational performance (Salasiah et al., 2023). Therefore, organizational management must recognize that human resources are a crucial asset that must be managed professionally to ensure continuous improvement in their work outcomes (Freddy and Renuga, 2022)).

The Regional Water Supply Company (Perusahaan Daerah Air Minum or PDAM) is a regional-owned enterprise responsible for collecting, processing, purifying, and distributing clean water to the community while considering aspects of quality, quantity, and continuity (Alfian, 2023). In Tabanan, clean water management is handled by PDAM Tirta Amertha Buana, which continuously strives to improve its services and achieve optimal organizational performance. The achievement of organizational targets heavily relies on employee performance, which includes quality, quantity, and responsibility in completing tasks (Omar et al., 2022).

One of the factors influencing employee performance is leadership style. Effective leadership can inspire, provide clear direction, encourage employee growth, and create a motivating work environment (Niken at al., 2022). In facing a dynamic and uncertain business climate, organizations require leaders with situational leadership styles (Harsono et al., 2021). Situational leaders are capable of responding quickly to changes and adapting to organizational conditions, team dynamics, and the work environment (Setiawan et al., 2019).

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According to Ji et al. (2022), situational leaders must be able to adapt to the needs of their subordinates and organizational conditions to guide employees according to their competencies. This leadership style is believed to significantly enhance employee performance (Chaidir and Ahman, 2019; Muxitdinova, 2022). However, some studies, such as Pasaribu et al. (2022) and Sekareza et al. (2022), have found that situational leadership does not always have a direct impact on employee performance.

In addition to leadership style, employee competence also plays a vital role in enhancing performance (Sapta et al., 2022). Competence encompasses the knowledge, skills, and attitudes employees possess to complete tasks effectively and efficiently (Yolanda et al., 2021; Muzam, 2023). Employees with competencies aligned with their tasks are more likely to achieve organizational goals (Aprilia et al. 2020). Research by Yani (2022) and Marnisah et al. (2023) shows that competence has a positive and significant influence on employee performance. However, findings from Herwina (2022) and Estiana et al. (2022) present contradictory results, indicating that competence does not always significantly affect performance.

The contradictions in research findings regarding the influence of situational leadership and competence on employee performance raise questions about the role of other factors, such as work motivation. Work motivation is suspected to be a mediator that connects situational leadership and competence with employee performance (Rahmawati, 2016; Suriyadi et al., 2020). Situational leaders who can identify employee needs and empower them will create a sense of appreciation, which in turn enhances motivation and performance (Mudiyantun, 2019; Pasaribu at al., 2022). Similarly, employees assigned tasks that match their competencies will be more motivated to perform well (Maulana and Padilla, 2020; Sapta et al., 2022).

This study aims to analyse and explain the mediating role of work motivation in the relationship between situational leadership and competence on employee performance. By understanding the role of motivation, organizations can ensure that situational leadership and employee competencies are optimally utilized to achieve superior performance.

II. LITERATURE REVIEW

A. Situational Leadership, Competence, and Employee Performance

The concept of situational leadership has gained significant traction in recent years as organizations strive to enhance employee performance in an increasingly dynamic organizational climate (Sharma and Singh, 2021). This leadership approach emphasizes adapting leadership styles to the dynamics of followers and the demands of specific situations, showing promising results in optimizing employee performance across various sectors (Adeyemi-Bello et al., 2023; Lee et al., 2024).

Literature widely acknowledges that no single leadership approach or style is suitable for all situations in managing and motivating employees. Situational leadership emerges because effective leaders must be flexible and adjust their leadership styles based on the challenges of the tasks at hand, as well as the competence and commitment levels of their team members (Thompson and Glasø, 2021). This adaptability allows leaders to provide the right direction and support, fostering a conducive work environment for achieving optimal employee performance (Sekareza et al., 2022; Chen et al., 2022; Martínez-González et al., 2023).

Meanwhile, employee performance refers to the work outcomes achieved by an individual in completing assigned tasks within a specific timeframe (Triansyah et al., 2023). Additionally, employee performance serves as a basis for evaluating employee behaviour within an organization, encompassing aspects such as work output quantity, work quality, task efficiency, work discipline, initiative, accuracy, and honesty (Basalamah, 2021; López-Cabarcos et al., 2022). Thus, situational leadership plays a crucial role in enhancing employee performance by enabling leaders to flexibly adapt their approaches based on the unique needs of their team members and the specific demands of each situation (Koohang and Paliszkiewicz, 2022). Based on this explanation, the following hypothesis can be proposed:

H_1: Situational leadership has a positive influence on employee performance.

In addition to leadership, competence also significantly impacts employee performance. Competence refers to the combination of knowledge, skills, and abilities required to perform a job effectively. Essentially, competence forms the foundation for achieving effective employee performance. As highlighted by Zhang and Li (2021), competent employees not only complete tasks more effectively and efficiently but also contribute to innovation and problem-solving within their organizations. Furthermore, Park et al. (2022) found that employees with well-developed and organizationally aligned competencies are more likely to contribute to workplace innovation and ensure the achievement of organizational goals. Therefore, the following hypothesis can be proposed:

H_2: Competence has a positive influence on employee performance.

Literature has also noted that an individual's work motivation significantly determines their work outcomes (Nguyen et al., 2020). Work motivation is the driving force, whether internal or external, that encourages individuals to behave in accordance

with specific guidelines, directions, intensity, and duration (Jaiswal and Dewan, 2022). The higher the work motivation of employees, the more enthusiastic and responsible they become in completing tasks, thereby adding value to their achievements and the organization (Fahriana, 2022). Thus, the following hypothesis can be proposed:

H_3: Work motivation has a positive influence on employee performance.

B. The Role of Work Motivation in the Relationship between Situational Leadership, Competence, and Employee Performance

Work motivation is essential for employees as it provides the drive and enthusiasm needed to complete assigned tasks (Vo et al., 2022). The strength of an employee's work motivation significantly impacts their attitude and behavior in performing their duties (Pârjoleanu, 2020). Therefore, it is crucial for human resource management to identify factors that can enhance employee work motivation (Ghaffar and Riyanto, 2022).

Situational leadership can influence employee work motivation (Nwichi, 2023). In situational leadership, leaders can accurately identify situations and employee needs, making employees feel valued and motivated to complete their tasks (Putra, 2021). Research by Mudiyantun (2019) and Harsono et al. (2021) supports this, showing that situational leadership significantly impacts work motivation. Thus, the following hypothesis can be proposed:

H_4: Situational leadership has a positive influence on employee work motivation.

Competence also affects employee work motivation (Wijayanto and Riani, 2021; Park and Liu, 2022). Competent employees exhibit focus, drive, collaboration, problem-solving skills, and leadership qualities, ensuring they perform their tasks effectively (Lakstigala and Balina, 2019). This includes the ability to transfer and apply knowledge and skills in new situations (Lee and Chen, 2021). Based on this, the following hypothesis can be proposed:

H_5: Competence has a positive influence on employee work motivation.

Work motivation can also mediate the relationship between situational leadership and employee performance. Effective situational leadership that enhances work motivation can create more resilient and high-performing employees (Chen et al., 2022), enabling them to navigate the challenges of the modern business landscape (Nguyen and Pham, 2023). As found by Thompson and Lee (2021), adapting leadership styles to employee needs and situations fosters a work environment that encourages higher engagement and productivity. Therefore, the following hypothesis can be proposed:

H_6: Work motivation mediates the indirect influence of situational leadership on employee performance.

Work motivation also plays a mediating role in the relationship between competence and employee performance. While competence is fundamental to achieving work outcomes, its impact is significantly enhanced when mediated by high work motivation. In other words, competent employees with high motivation tend to outperform their peers, demonstrating increased productivity and innovation (Lee and Chen, 2021). Organizations focusing on competence development and employee motivation strategies have reported significant improvements in overall performance metrics (Johnson et al., 2023). Understanding the mediating role of work motivation allows organizations to design more effective training and development programs that not only enhance competence but also foster motivation, ultimately leading to sustained performance improvements (Garcia-Lopez and Sanchez, 2021). Based on this, the following hypothesis can be proposed:

H_7: Work motivation mediates the indirect influence of competence on employee performance.

Based on the proposed hypotheses, the conceptual framework for this study can be outlined as shown in Figure 1.
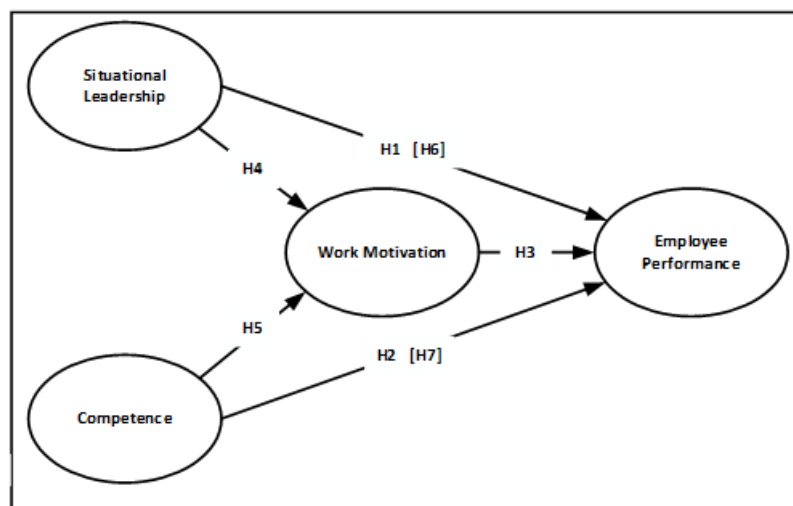

Figure 1. Research Conceptual Framework

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III. METHODOLOGY

This study is quantitative research aimed at investigating and explaining the causal relationships between the variables under examination, namely: situational leadership, competence, work motivation, and employee performance. The research was conducted at PDAM Tirta Amertha Buana in Tabanan Regency, Bali Province, Indonesia. The reason for choosing this location is the observed phenomenon of improving employee performance influenced by situational leadership, competence, and work motivation. The research population consists of all permanent employees (excluding direction) totalling 80 individuals, all of whom were included as research participants (saturated sample). The demographics of the respondents can be displayed in Table 1.

The operationalization of the situational leadership (SL) variable in this study refers to Harsono et al. (2021), which uses four single-item indicators: telling (SL_1), selling (SL_2), participating (SL_3), and delegating (SL_4). For the competence variable (Comp), its operationalization is based on Yolanda et al. (2021) with four single-item indicators: knowledge ($Comp_1$), skills ($Comp_2$), behaviour ($Comp_3$), and experience ($Comp_4$). Meanwhile, the measurement of the work motivation variable (WM) is adapted from Basalamah (2021). Seven single-item indicators were operationalized to reflect both internal and external motivation. As for the employee performance variable (EP), its measurement is adapted from Sekareza et al. (2022) with seven single-item indicators: work output quantity (EP_1), work output quality (EP_2), efficiency (EP_3), discipline (EP_4), initiative (EP_5), thoroughness (EP_6), and honesty (EP_7).

Table 1. Respondent Demographics

No.	Characteristics	Quantity	Percentage (%)
1.	Gender:		
	Male	51	63.7
	Female	29	36.3
2.	Age:		
	≤ 25 years	27	33.7
	26-35 years	9	11.3
	36-45 years	34	42.5
	> 45 years	10	12.5
3.	Education:		
	High School/equivalent	42	52.5
	Academy (D1/D2/D3)	18	22.5
	Bachelor	17	21.3
	Magister	3	3.7
	Total	**80**	**100**

Source: analysis result

The research instrument employs a 5-point Likert scale (ranging from 1 = strongly disagree to 5 = strongly agree). Before being distributed to the entire target population, the questionnaire was pilot-tested using 30 samples to ensure its validity and reliability. The test results revealed that the four items of the situational leadership (SL) variable had correlation coefficients ranging from 0.675 to 0.825. Additionally, the four items of the competence (Comp) variable showed correlation coefficients between 0.705 and 0.870, the seven items of the work motivation (WM) variable ranged from 0.670 to 0.852, and the seven items of the employee performance (EP) variable ranged from 0.672 to 0.896. This indicates that all items across the four variables were deemed valid (with correlation coefficients above 0.30). In terms of reliability testing, the SL variable achieved a Cronbach's Alpha (α) coefficient of 0.902, Comp scored 0.923, WM obtained 0.898, and EP reached 0.902. The reliability test results demonstrated that all variables exhibited high reliability (Cronbach's Alpha (α) coefficients above 0.60). Therefore, the research instrument is considered reliable and suitable for distribution to the predetermined target population.

The data collected from the questionnaire distribution were subsequently analysed using descriptive analysis to outline the variable descriptions. Following this, inferential analysis was conducted using structural equation modelling with the Smart-PLS version 3.0 program to test the hypotheses and examine the mediation effects.

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IV. RESEARCH RESULT AND DISCUSSION

A. Research Result

The purpose of using the SEM (Structural Equation Modelling) analysis method with the Smart-PLS program is to predict and explain the relationship between situational leadership and competencies with work motivation and employee performance, as well as to test the mediating role of work motivation. The results of the analysis conducted can be presented as follows:

Outer Model Measurements

This measurement model is used to evaluate the quality of the data for the constructs employed in this study, including their validity and reliability (Hair et al., 2022). The criteria for assessing convergent validity require that the outer loading (OL) value be above 0.6 (OL > 0.6) and the average variance extracted (AVE) value be above 0.5. Meanwhile, discriminant validity is assessed based on the square root of the average variance extracted (√AVE) for each variable, which must be greater than the correlations between the latent variables. Furthermore, construct reliability is measured using Cronbach's alpha (CA) and composite reliability (CR), both of which should exceed 0.7.

The results of the convergent validity test (Table 2) indicate that all indicators have outer loading values above 0.6, and the AVE (Average Variance Extracted) is above 0.5. Therefore, all indicators for the variables studied are declared valid. Meanwhile, the examination of discriminant validity using the Fornell-Larcker method shows that the root value of the average variance extracted (√AVE) is greater than the correlation coefficient of the latent variable (Table 3), so the construct is declared to meet the criteria for discriminant validity. In terms of reliability (Table 2), the Cronbach's Alpha (CA) and Composite Reliability (CR) values for all variables studied are above 0.7, indicating a good level of reliability. This analysis confirms that the measurement model is both valid and reliable, ensuring the accuracy and consistency of the constructs used in the study (Sarstedt et al., 2021).

Table 2. Recapitulation of Convergent Validity and Reliability Check Results

No.	Variables	Indicators	OL	AVE	CA	CR
1.	Situational Leadership (SL)	SL_1	0.753	0.627	0.805	0.870
		SL_2	0.769			
		SL_3	0.838			
		SL_4	0.805			
2.	Competencies (Comp)	$Comp_1$	0.787	0.580	0,810	0.846
		$Comp_2$	0.724			
		$Comp_3$	0.838			
		$Comp_4$	0.688			
3.	Work Motivation (WM)	WM_1	0.709	0.506	0.762	0.877
		WM_2	0.735			
		WM_3	0.735			
		WM_4	0.650			
		WM_5	0.735			
		WM_6	0.664			
		WM_7	0.746			
4.	Employee Performance (EP)	EP_1	0.775	0.528	0.840	0.887
		EP_2	0.687			
		EP_3	0.717			
		EP_4	0.719			
		EP_5	0.719			
		EP_6	0.728			
		EP_7	0.738			

Source: analysis result

Table 3. Discriminant Validity Evaluation

Variables	√AVE	SL	Comp	WM	EP
Situational Leadership (SL)	0.792	0.792			
Competencies (Comp)	0.762	0.153	0.762		

Work Motivation (WM)	0.711	0.389	0.430	0.711	
Employee Performance (EP)	0.727	0.455	0.427	0.468	0.727

Source: analysis result

Inner Model Measurements

After the outer model criteria are met, the next step is to evaluate the inner model measurements. Similar to the outer model assessment, the inner model also undergoes several stages. First, the feasibility of the variable relationship model is examined by considering the R-square (R^2), Q-square predictive relevance (Q^2), Goodness of Fit (GoF), and effect size (f^2). According to Hair et al. (2022), the evaluation of R-square (R^2) can be categorized into three groups: strong with a value of 0.67, moderate with a value of 0.33, and weak with a value of 0.19. In Table 4, the R-square (R^2) values for work motivation (WM) and employee performance (EP) are 0.292 and 0.372, respectively, indicating a moderate relationship. Next, the predictive relevance (Q^2) of the developed research framework is assessed. Hair et al. (2018) state that a prediction has good strength if its value is close to 1. Based on the analysis results (Table 4), the Q^2 value is 0.555, indicating that the research framework model has good predictive capability with a prediction accuracy of 55.5%, while the remaining 44.5% is considered error factors. These error factors can be taken into consideration for future research in constructing the model.

Table 4. Model Feasibility Evaluation Results

Variables	R^2	Q^2	GoF	f^2
Work Motivation (WM)	0.292	0.555	0.431	0.215
Employee Performance (EP)	0.372			

Source: analysis result

Hair et al. (2022) state that the assessment of Goodness of Fit (GoF) is divided into three categories: a value of 0 - 0.24 is considered low, 0.25 - 0.37 is moderate, and 0.38 - 1 is high. Based on the analysis results, a GoF value of 0.431 was obtained, indicating that the model demonstrates a high level of measurement accuracy. In terms of effect size (f^2) measurement, which aims to provide detailed predictions of exogenous and endogenous variables, Cohen et al. (1998) propose three classifications: strong (above 0.35), moderate (between 0.15 - 0.35), and weak (between 0.02 - 0.15). The analysis results show an effect size (f^2) value of 0.215 (see Table 4), which falls into the moderate classification. From the overall evaluation of the model's feasibility, it can be concluded that the relationship between the exogenous and endogenous variables studied exhibits a pattern that can be explained.

The next step in the inner model measurement is testing the direct and indirect effects in accordance with the hypotheses proposed in this study (Table 5 and Figure 2). The first hypothesis test (H_1) indicates that situational leadership (SL) is proven to have a significant direct effect on employee performance (EP) at a path coefficient of 0.326 with a T-Statistic of 3.845 (greater than 1.96), leading to the acceptance of H_1. This finding demonstrates that situational leadership can directly enhance employee performance. Similarly, the second hypothesis test (H_2) confirms that competence (Comp) has a positive and significant influence on employee performance, with a path coefficient of 0.283 and a T-Statistic of 3.168. With H_2 being accepted, it can be concluded that competence directly contributes to improved employee performance. The third hypothesis test (H_3) reveals that work motivation (WM) has a positive and significant direct effect on employee performance (EP), with a path coefficient of 0.219 and a T-Statistic of 1.965. This result supports the acceptance of H_3, indicating that employees with higher work motivation tend to achieve better performance.

Table 5. Hypothesis Testing of Direct and Indirect Effects

Effects	Original Sample (0)	Sample Mean (M)	Standar Deviation (STDEV)	T-Statistic (|O/STDEV)	Remarks
SL → EP	0.326	0.351	0.085	3.845	H_1 accepted
Comp → EP	0.283	0.293	0.089	3.168	H_2 accepted
WM → EP	0.219	0.221	0.112	1.965	H_3 accepted
SL → WM	0.331	0.347	0.117	2.825	H_4 accepted
Comp → WM	0.380	0.388	0.118	3.215	H_5 accepted

SL → WM → EP	0.230	0.233	0.108	2.119	H_6 accepted
Comp → WM → EP	0.286	0.312	0.122	2.343	H_7 accepted

Source: analysis result

Additionally, situational leadership (SL) has a positive and significant influence on work motivation (WM), with a path coefficient of 0.331 and a T-Statistic of 2.825 (greater than 1.96). Therefore, H_4 is accepted. This finding suggests that the more effective the situational leadership, the higher the employees' work motivation. Furthermore, the fifth hypothesis test (H_5) reveals that competence also has a positive and significant impact on work motivation, with a path coefficient of 0.380 and a T-Statistic of 3.215. This result supports the acceptance of H_5, meaning that employees with higher levels of competence tend to be more motivated in their work.
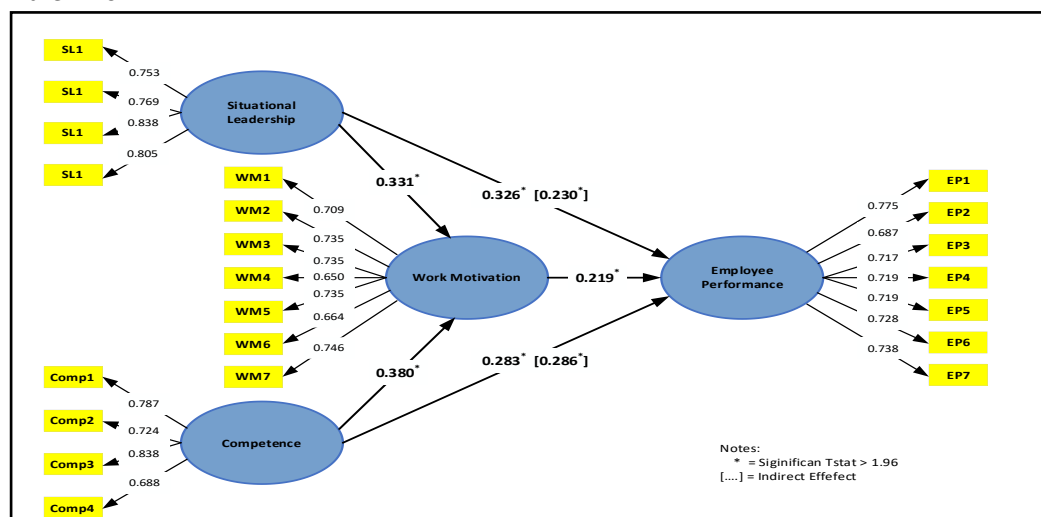

Figure 2. Research Result Model

Moreover, work motivation (WM) is proven to play a significant mediating role in the relationship between situational leadership (SL), competence (Comp), and employee performance (EP). The sixth hypothesis test (H_6) shows that situational leadership (SL) influences employee performance (EP) through the mediation of work motivation (WM), with a path coefficient of 0.230 and a T-Statistic of 2.119. Meanwhile, the seventh hypothesis test (H_7) confirms that competence (Comp) affects employee performance (EP) through the mediation of work motivation (WM), with a path coefficient of 0.286 and a T-Statistic of 2.343.

Overall, these findings strengthen the argument that situational leadership and competence not only have a direct impact on employee performance but also an indirect one through enhancing work motivation. However, the results highlight that situational leadership, which encourages employees to work more diligently, can lead to higher performance outcomes. This is evident from the total effect of SL-WM-EP being 0.399, compared to the total effect of Comp-WM-EP (0.366).

B. DISCUSSION

This research makes a significant contribution to goal-setting theory by demonstrating the crucial role of situational leadership and employee competence in determining work motivation and performance. Situational leadership, which emphasizes a leader's ability to adapt their leadership style to the needs and maturity levels of employees, has proven effective in enhancing work motivation. This finding aligns with the research of Adeyemi-Bello et al. (2023), which indicates that leaders who can adjust their approach based on the situation and team needs can create a conducive work environment (Johnson and Brown, 2022). This encourages employees to work more diligently (Kumar and Singh, 2024). Furthermore, situational leadership also directly influences employee performance Martínez-González et al., 2023). Responsive leaders can provide appropriate guidance and support, enabling employees to achieve work targets more effectively (Sekareza et al., 2022; Chen et al., 2022). Additionally, effective situational leadership not only motivates employees but also fosters resilience and high performance (Martínez-González et al., 2023), equipping them to face challenges in the modern business landscape (Nguyen and Pham, 2023). Thompson and Glasø (2021) add that adapting leadership styles to employee needs and situations can cultivate a supportive work atmosphere, enhancing employee engagement and driving optimal work outcomes.

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On the other hand, employee competence also plays a vital role in boosting work motivation and performance. Employees with high competence tend to be more confident in carrying out their tasks, which in turn increases their intrinsic motivation (Zhang & Li, 2021). Competence encompasses not only technical skills but also interpersonal abilities and self-management, all of which contribute to improved productivity and performance (Park et al., 2022). Moreover, high competence enables employees to better handle work challenges, making them more motivated to achieve organizational goals (Johnson et al., 2023). However, the impact of competence on performance significantly increases when mediated by high work motivation. In other words, competent and highly motivated employees tend to outperform their peers, demonstrating enhanced productivity and innovation (Lee and Chen, 2021). Understanding the mediating role of work motivation allows organizations to design more effective training and development programs, which not only enhance competence but also nurture motivation, leading to sustained performance improvements (Garcia-Lopez and Sanchez, 2021).

V. CONCLUSIONS

This research underscores the critical interplay between situational leadership and employee competence in driving work motivation and performance. Situational leadership, characterized by a leader's ability to adapt their style to the needs and maturity levels of employees, has been shown to create a supportive work environment that enhances both motivation and performance. Effective leaders who provide tailored guidance and foster resilience enable employees to achieve their goals more efficiently and adapt to modern business challenges. Concurrently, employee competence-encompassing technical, interpersonal, and self-management skills-plays a pivotal role in boosting confidence, intrinsic motivation, and the ability to tackle work-related challenges. The study highlights that the synergy between high competence and strong work motivation significantly amplifies productivity and innovation. By understanding these dynamics, organizations can design targeted training and development programs that not only enhance employee skills but also cultivate motivation, ultimately leading to sustained performance improvements and a more engaged, high-performing workforce.

Based on the research findings, the management of PDAM Tirta Amertha Buana is advised to implement a situational leadership style that emphasizes active employee participation in the decision-making process. By involving employees, management not only fosters a sense of ownership and appreciation but also motivates them to work more productively. This participation can be realized through discussion forums, internal surveys, or structured feedback mechanisms. Furthermore, management needs to enhance employee competence through training programs tailored to career progression needs and job demands. These training programs should be designed to develop both technical and non-technical skills, enabling employees to contribute optimally to the company's progress. Additionally, periodic performance evaluations should be implemented based on principles of fairness and transparency. The results of these evaluations can serve as a basis for career development, reward distribution, or identifying areas for improvement. On the service side, management must be more responsive in addressing customer complaints. A fast and effective complaint resolution system will enhance customer satisfaction and maintain the company's reputation. To achieve this, it is recommended that management establish a dedicated team responsible for systematically monitoring and following up on every complaint.

This research provides a foundation for further studies with several recommendations. First, this research model can be tested again in other organizations or industries to assess the consistency of the results. Second, future research could expand its scope by incorporating additional relevant variables, such as job satisfaction, organizational culture, or external factors like government regulations. This would offer a more comprehensive understanding of the factors influencing employee performance in a broader context.

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