



# Leadership and Work Environment Effects on Performance via Satisfaction and Career Development in Manufacturing

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**Abstract.** This study investigates the factors influencing employee performance in the manufacturing sector, focusing on leadership style, job satisfaction, work environment, and career development. Using a survey-based approach, data were collected from 212 employees across various manufacturing organizations, analyzed through Structural Equation Modeling (SEM). The results revealed that leadership style positively impacts employee performance ( $p = 0.003$ ), with effective leadership practices enhancing employees' productivity and engagement. Job satisfaction also demonstrated a significant positive effect on performance ( $p = 0.021$ ), suggesting that employees who are satisfied with their work tend to perform better. Similarly, the work environment was found to have a strong positive relationship with employee performance ( $p = 0.000$ ), highlighting the importance of a supportive work setting. Career development also showed a significant influence ( $p = 0.000$ ), emphasizing the role of growth opportunities in boosting employee motivation and output. The study underscores the critical role of these factors in optimizing employee performance and provides practical implications for organizations seeking to improve workforce effectiveness. Future research could explore additional variables and broader industry contexts to further validate these findings.

**Keywords:** Employee Performance, Leadership Style, Job Satisfaction, Work Environment, Career Development.

## 1 Introduction

In today's highly competitive business world, employee performance is one of the most crucial factors determining the success of an organization [1, 2]. In the service industry, where the quality of service directly depends on the performance of employees, understanding the elements that influence performance is essential for organizations aiming to stay competitive and achieve sustainable growth [1, 4]. As competition intensifies and the business environment rapidly changes, improving employee performance has become a key strategic focus. Employee performance, encompassing productivity, efficiency, and work quality, directly affects customer satisfaction,

innovation, and profitability, which are critical factors for long-term organizational success [1, 5].

Several factors influence employee performance, with work environment, leadership style, job satisfaction, and career development being among the most important factors. Both the physical and psychological aspects of the work environment play significant roles in shaping how employees approach their tasks and engage with colleagues and supervisors [2, 6]. A supportive and safe work environment equipped with the necessary resources can reduce stress and boost motivation, ultimately leading to higher performance levels. Leadership style, particularly transformational leadership, also plays a key role in motivating, engaging, and empowering employees to achieve their personal and organizational goals [8]. Job satisfaction and career development opportunities are equally vital for maintaining employee motivation and commitment, which in turn affect their performance [2, 7].

While there is an abundance of research on individual factors, a comprehensive understanding of how these factors interact to affect overall employee performance is lacking. Many studies have focused on specific variables, such as leadership style or job satisfaction, without exploring how these factors work together [2, 8]. Although the significance of leadership and job satisfaction is well-established, few studies have examined how a combination of these factors influences employee performance in a holistic way, particularly in service industries where employee performance is critical to service quality and customer satisfaction [3, 9].

The role of career development as a mediator between leadership style, the work environment, and employee performance remains underexplored. Although career development is widely recognized as a motivator, few studies have investigated how it enhances the impact of leadership style and the work environment on employee performance [4, 10]. This gap presents a critical area of research that has not been sufficiently addressed, particularly in organizations where employee retention and performance are closely tied to career advancement opportunities.

Research on how these factors interact in modern work environments, such as remote or flexible work arrangements, is also limited. With the acceleration of digitalization and the shift toward flexible work practices owing to the COVID-19 pandemic, understanding how these factors function in such settings has become increasingly relevant [7, 13]. As organizations continue to adapt to new work structures, the need for insight into these interactions is greater than ever.

Despite the wealth of research on individual factors that impact employee performance, there remains a lack of clarity regarding how these elements interact to shape performance outcomes. Most prior studies have focused on isolated variables, such as leadership or job satisfaction, without examining how a combination of these factors influences employee performance [7, 14]. In the context of modern organizations, particularly in the service sector, the combination of the work environment, leadership style, and career development opportunities plays a significant role in employee performance.

The impact of career development as a mediating variable between leadership style, the work environment, and employee performance has been underexplored in existing literature. While career development is acknowledged as a significant motivator, there

is insufficient research on how it might enhance the effects of leadership style and work environment on employee performance [11]. This study aims to fill this gap by investigating the role of career development in mediating the relationships between leadership style, the work environment, and employee performance.

This approach provides a more comprehensive understanding of the factors influencing employee performance, particularly in the service sector, where human capital is a key driver of success. These findings are expected to make a meaningful contribution to both the theoretical and practical aspects of human resource management, offering guidance for organizations aiming to create an environment that fosters high motivation and performance. Ultimately, the insights gained from this research can help organizations design more effective strategies for employee development, contribute to long-term goals, and improve service quality.

## **2 Literature Review**

### **2.1 Herzberg's Two-Factor Theory**

Herzberg's Two-Factor Theory, introduced by Frederick Herzberg in the late 1950s, is a motivation framework that highlights the influence of two distinct types of factors on job satisfaction and employee motivation: motivators and hygiene factors. According to Herzberg, these factors contribute to workplace satisfaction and dissatisfaction in different ways [8, 15]. Crucially, these factors do not function in a linear manner, meaning that improving one factor does not automatically compensate for the absence of the other.

Motivators directly contribute to job satisfaction and enhance motivation. These include achievement, recognition, challenging work, and career development opportunities [8, 16]. When these motivators are present in a job, employees feel more engaged, satisfied, and motivated to perform best. Herzberg argued that these motivators foster a sense of accomplishment and pride, which in turn drives higher performance and stronger organizational commitment.

In contrast, hygiene factors are related to the conditions necessary to prevent dissatisfaction, but do not directly increase job satisfaction or motivation. These factors include the physical work environment, relationships with colleagues and supervisors, compensation, company policies, and job security. Herzberg suggested that while these hygiene factors are crucial in preventing dissatisfaction, they do not significantly enhance motivation or job satisfaction [11, 24]. For instance, although fair compensation can mitigate dissatisfaction, it is insufficient to increase motivation or overall job satisfaction.

Herzberg also argued that job satisfaction and job dissatisfaction are not opposite ends of the same continuum, but rather separate dimensions. Dissatisfaction can be addressed by improving hygiene factors, such as working conditions and pay, but motivators must be present to truly increase satisfaction and motivation. In other words, while hygiene factors help prevent dissatisfaction, they do not contribute to deeper satisfaction or motivation in the absence of appropriate motivators.

Herzberg's Two-Factor Theory provides valuable insights for organizations seeking to improve their employee satisfaction and performance. By identifying factors that address hygiene needs as well as those that stimulate motivation, organizations can create a work environment that fosters greater productivity and commitment [9, 21]. The theory also highlights the importance of offering employees challenges and growth opportunities rather than relying solely on factors such as pay or work conditions to sustain their satisfaction.

## **2.2 Employee Performance**

Employee performance is a critical determinant of organizational success, particularly in service-based industries where the quality of service is directly tied to the actions and effectiveness of employees. This performance encompasses a broad range of behaviors, from task completion to the way employees interact with customers and collaborate with colleagues [9, 17]. High-performing employees consistently meet or exceed the expectations of their roles, contributing significantly to the organization's goals and overall productivity. Effective employee performance not only enhances efficiency and output but also fosters a positive work environment that supports organizational growth [10, 19].

The measurement of employee performance goes beyond just meeting predefined targets; it includes assessing the quality of work, innovation, and ability to solve problems creatively. Performance is influenced by an employee's motivation, which drives them to perform at their best, and the skills they bring to the job, which determine their capability to handle complex tasks and contribute to the organization's success [11, 26]. Performance can be measured through various indicators, such as productivity levels, achievement of individual goals, customer satisfaction, and the ability to collaborate effectively within teams.

In addition to the direct impact on an organization's success, employee performance also affects other organizational outcomes such as employee retention and organizational reputation. High levels of performance are often associated with higher job satisfaction, which, in turn, can reduce turnover and absenteeism. Organizations that invest in improving employee performance often see long-term benefits including a more committed workforce, better customer relations, and enhanced profitability [11, 27]. As a result, employee performance is not only an outcome of individual efforts, but also a reflection of how well the organization supports and nurtures its workforce.

Furthermore, employee performance plays a vital role in organizational adaptability, especially in industries that require constant innovation and responsiveness to market change. Employees who consistently demonstrate strong performance are better equipped to navigate changes and contribute to organizational improvement. Whether by adopting new technologies or adjusting to shifts in customer demand, high-performing employees are essential to maintaining competitiveness and ensuring long-term success in dynamic markets.

### 2.3 Leadership Style

Leadership style plays a crucial role in shaping employee behavior, motivation, and overall performance within an organization. It refers to the way leaders interact with their team, make decisions, and guide employees to achieve organizational goals [11, 20]. Leadership style can significantly impact the work environment as it determines the level of support, direction, and inspiration provided to employees. Leaders who adopt a supportive and empowering approach foster an atmosphere in which employees feel valued and motivated to perform their best. By contrast, leadership styles that focus solely on task completion and authority can lead to disengagement and lower performance [25].

A positive leadership style, particularly transformational leadership, enhances employee motivation by focusing on personal development, recognizing achievements, and inspiring a shared vision. Transformational leaders encourage innovation, problem solving, and collaboration, helping employees feel a sense of ownership over their work [25]. This type of leadership fosters trust and mutual respect between leaders and employees, which can directly affect employee satisfaction and motivation. When employees feel supported and guided by their leaders, they are more likely to be engaged in and committed to their roles, leading to better performance outcomes [12, 29].

Leadership also affects organizational culture and work environment. Leaders set a tone for how employees interact with one another, handle challenges, and approach their work. A leadership style emphasizing open communication, feedback, and employee empowerment can create a positive and inclusive work environment [12]. However, a more authoritarian leadership style may stifle creativity, reduce job satisfaction, and hinder collaboration, ultimately affecting performance. Leaders who prioritize the well-being and professional growth of their employees create an environment that fosters long-term success and high performance.

Overall, the leadership style adopted within an organization is a key determinant of employee performance. A well-aligned leadership approach not only improves individual performance but also contributes to an organization's success by promoting a positive work culture, enhancing employee satisfaction, and encouraging professional development. Leaders who understand the diverse needs of their employees and adapt their style accordingly can achieve better outcomes for both individuals and the organization as a whole.

### 2.4 Job Satisfaction

Job satisfaction refers to the degree of contentment and fulfillment employees experience in relation to their work. This factor plays a critical role in influencing employee motivation, engagement, and overall performance [17]. When employees are satisfied with their roles, they tend to be more dedicated to both their responsibilities and the organization as a whole. Job satisfaction can arise from various elements, including the nature of the tasks, relationships with coworkers and supervisors, as well as opportunities for personal growth, compensation, and acknowledgment. Higher

levels of job satisfaction are often linked to increased productivity, improved job performance, and lower turnover rates [17, 30].

A key driver of job satisfaction is the alignment between an employee's personal values and the values and goals of the organization. Employees who feel that their work is meaningful and in harmony with their personal values are more likely to experience greater satisfaction [12, 21]. Furthermore, employees who perceive fair treatment, respect, and consideration for their well-being are more inclined to report higher job satisfaction levels. A positive organizational culture, open lines of communication, and recognition of employees' contributions help foster an environment where employees feel content with their roles [15, 27].

Job satisfaction also directly impacts employee performance. Satisfied employees are generally more motivated to perform their duties efficiently and effectively, leading to enhanced productivity and improved organizational outcomes. Additionally, job satisfaction positively influences employees' emotional well-being, reduces stress, and strengthens their ability to cope with workplace challenges [13, 22]. Employees who are content with their work environment are more likely to exhibit proactive behaviors, such as going above and beyond their duties and taking the initiative to improve processes.

Ultimately, job satisfaction is a vital factor in both employee performance and organizational success. Organizations that prioritize job satisfaction tend to have more engaged, motivated, and loyal employees. By focusing on improving the factors that contribute to job satisfaction, organizations can cultivate a more positive and productive work environment, resulting in better employee performance and sustained long-term success.

## **2.5 Work Environment**

Work environment plays a crucial role in influencing employee performance within an organization. In the context of this study, work environment is understood as a combination of physical, social, and psychological conditions present in the workplace, all of which significantly affect how employees perform their tasks [13, 23]. Elements that constitute the work environment, such as the adequacy of physical facilities, organizational culture, and interpersonal relationships, directly impact the comfort, motivation, and overall effectiveness of employees [14, 34].

A conducive work environment enables employees to function optimally and feel valued in the workplace. Physical aspects, including workspace design, air quality, lighting, and available amenities, contribute to the comfort and efficiency of employees in carrying out their daily duties [14, 35]. Furthermore, social and psychological aspects such as coworker relationships, effective communication, and emotional support from leadership shape the overall atmosphere that influences individual performance.

This study places particular emphasis on how these environmental elements influence employees' engagement and involvement in their work. A poorly structured work environment can diminish employee morale and productivity, whereas a supportive and well-organized environment can enhance employees' sense of

responsibility and commitment to their tasks. Thus, creating a positive work environment is fundamental for achieving optimal performance outcomes.

Moreover, a healthy and positive work environment fosters better collaboration among employees, strengthens working relationships, and encourages effective teamwork. Consequently, a well-designed work environment not only impacts individual performance, but also enhances overall team performance, ultimately supporting the attainment of organizational goals.

## 2.6 Career Development

Career development represents a fundamental aspect of professional growth, benefiting both employees and organizations. In this study, career development is conceptualized as a dynamic process involving the enhancement of an employee's abilities, qualifications, and expertise, enabling them to advance in their careers [14, 24]. This process includes a variety of initiatives, such as specialized training, mentorship, structured career planning, and the provision of opportunities that facilitate the progression of employees toward higher roles and responsibilities.

Organizations that prioritize career development signal long-term investment in the workforce. By offering avenues for continuous learning and career progression, these organizations cultivate an environment that fosters employee satisfaction and commitment [15, 25]. Additionally, career development equips employees with the competencies needed to undertake more complex and strategic responsibilities, thereby contributing to the organization's sustained success and competitiveness in the market.

Beyond individual benefits, career development plays a crucial role in aligning personal aspirations with broader organizational objectives. As employees acquire new skills and expertise, they become better positioned to address organizational challenges and drive performance [15, 26]. Therefore, establishing a robust career development framework is integral to enhancing employee engagement, reducing turnover, and fostering continuous professional growth.

Moreover, well-structured career development initiatives enhance job satisfaction and motivation. When employees recognize that the organization has invested in their professional trajectory, they are more likely to feel valued, which leads to heightened motivation and greater productivity. A clear path for career advancement motivates employees to remain committed, engaged, and contributes positively to the organization's overall success. Thus, effective career development strategies are not only pivotal for individual advancement, but also for achieving organizational goals.

## 2.7 Hypothesis Development

**Leadership Style on Employee Performance.** Leadership style is a critical factor that can significantly impact employee performance within an organization. Effective leaders can foster a supportive work environment, clarify goals, and provide proper guidance to maximize individual potential [34, 40]. Previous studies have consistently shown that leadership styles focused on employee development, such as transformational leadership, can enhance motivation and commitment, ultimately

improving performance [34]. Leaders who inspire, offer support, and build positive relationships with employees create a conducive work atmosphere that results in more efficient achievement of organizational goals.

Moreover, leadership styles that involve employees in decision-making and are receptive to feedback promote a sense of ownership and accountability, which in turn boosts their performance [15, 28]. Building on these insights, the hypothesis put forward in this study suggests that an effective leadership style positively impacts employee performance. Leaders who prioritize not only the achievement of outcomes but also the growth and development of individuals are key contributors to enhancing performance at both the individual and organizational levels.

**H1: Leadership style positively influences employee performance.**

**Job satisfaction is commonly recognized as a critical factor influencing employee performance within an organization.** Employees who experience high levels of job satisfaction are generally more motivated and engaged in their work, which results in increased productivity and enhanced overall performance [15, 29]. Meeting both intrinsic and extrinsic needs, such as a sense of accomplishment, recognition, and fair compensation, plays a key role in strengthening employees' commitment to their roles. When employees are satisfied with their work environment, they are more likely to demonstrate proactive behavior, collaborate effectively with others, and contribute positively to the success of the organization [20, 46].

Moreover, job satisfaction has been shown to have a direct impact on employees' emotional and cognitive well-being, which in turn affects their performance. Satisfied employees tend to be more resilient to stress, exhibit greater enthusiasm for their work, and experience lower levels of burnout, all of which help sustain their long-term performance [35]. Based on these findings, the hypothesis in this study suggests that job satisfaction positively influences employee performance, as satisfied employees are more likely to invest greater effort and produce higher-quality results.

In addition to its impact on individuals, job satisfaction plays a vital role in nurturing a positive organizational culture. Satisfied employees are more likely to engage in organizational citizenship behaviors, such as cooperation, assisting colleagues, and supporting the organization's goals beyond their formal duties [16, 30]. These behaviors not only foster a harmonious work environment but also improve overall team performance. A satisfied workforce is typically more loyal and committed, which in turn enhances both individual and collective outcomes within the organization. Consequently, the connection between job satisfaction and employee performance extends beyond the individual level to influence the broader organizational context and contribute to the overall effectiveness of the organization.

**H2: Job satisfaction positively influences employee performance.**

**Work Environment for Employee Performance.** The work environment plays a pivotal role in shaping employee performance within organizations. A positive and supportive work environment creates ideal conditions for employees to perform their best [18, 43]. Adequate workspace, safety, accessibility to resources, and a comfortable atmosphere can directly influence employees' ability to complete their tasks.

Furthermore, a well-organized and physically comfortable environment can reduce stress and distractions, allowing employees to focus on their work and enhance productivity [10, 34].

In addition to physical condition, the social and psychological aspects of the work environment are equally important in determining performance. A culture of open communication, mutual respect, and collaboration can foster stronger teamwork and engagement among the employees [17, 31]. When employees feel supported by their peers and leaders, they are more likely to be motivated and take ownership of their responsibilities. Therefore, it can be hypothesized that a positive work environment fosters better employee performance by enabling employees to work more efficiently, be more creative, and achieve higher quality outcomes [18, 32].

Moreover, work environments that promote well-being, recognition, and growth opportunities tend to result in greater job satisfaction and organizational commitment, which in turn contribute to improved performance. By addressing both tangible and intangible aspects of the work environment, organizations can create an atmosphere that encourages peak performance and drives continuous improvement. Thus, this study proposes that a positive work environment has a significant positive impact on employee performance.

**H3:** The work environment positively influences employee performance.

**Career Development on Employee Performance.** Career development is widely considered to be a crucial factor influencing employee performance within organizations. Employees who perceive opportunities for professional growth and career advancement are more likely to be motivated and engaged in work [18]. When organizations provide structured career development programs such as skill enhancement workshops, mentorship, and clear promotion pathways, employees feel more valued and supported. This sense of investment in professional growth leads to greater job satisfaction and commitment, which, in turn, enhances overall performance [26, 53].

Furthermore, career development initiatives that align with employees' personal and professional aspirations can increase job enthusiasm and reduce employee turnover. Employees who have access to career development opportunities are more likely to develop the skills and competencies required to perform more complex tasks, leading to higher productivity and performance quality [18, 33, 52]. Career development programs also contribute to building employees' confidence and problem-solving abilities, enabling them to meet challenges more effectively and to perform at higher standards.

Moreover, organizations that prioritize career development create a culture of continuous learning and improvement. This culture encourages employees to remain engaged, adapt to changes, and remain loyal to the organization. As employees advance in their careers, they are more likely to take on leadership roles and contribute to the organization's success through enhanced innovation, decision-making, and strategic thinking [3, 20]. Therefore, the hypothesis posited in this study is that career development has a positive influence on employee performance because employees

with development opportunities tend to demonstrate higher levels of engagement and productivity.

**H4: Career development positively influences employee performance.**

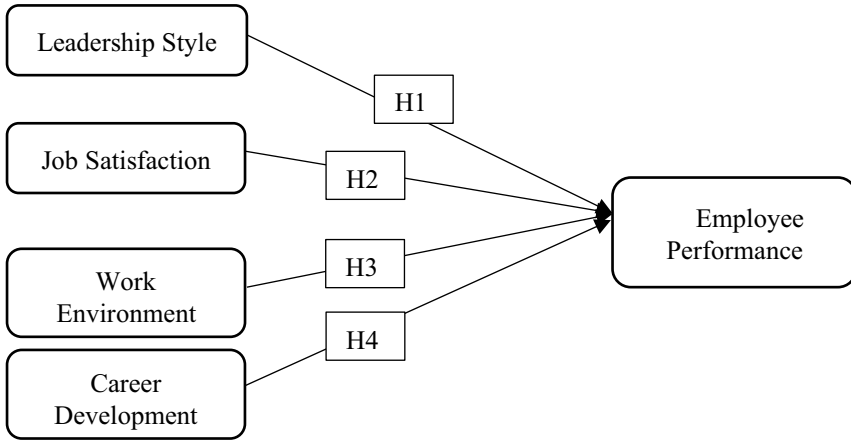


Fig. 1. Conceptual Framework

### 3 Research Methodology

This study employed a quantitative approach to investigate the factors influencing employee performance in the manufacturing industry, with a particular focus on leadership style, job satisfaction, work environment, and career development. A survey method was used to collect primary data from employees working in manufacturing organizations. The questionnaire will be distributed electronically via Google Forms, utilizing a 5-point Likert scale to assess respondents' perceptions of various constructs. To ensure a representative sample, a stratified random sampling technique was applied, targeting employees from different roles and departments within the manufacturing sector. Data analysis was conducted using SmartPLS (Partial Least Squares Structural Equation Modeling) to examine the relationships between the proposed variables.

### 4 Results

#### 4.1 Data

Data for this study were successfully collected from 212 employees working across various manufacturing sector organizations in Indonesia. The respondents were selected using a purposive sampling method, with a focus on individuals who had experience in the manufacturing industry and were familiar with organizational practices, such as leadership styles, work environment conditions, career development

initiatives, and employee performance. The survey was distributed via a structured questionnaire using Google Forms that included items designed to measure the key constructs of leadership style, job satisfaction, work environment, career development, and employee performance. A sample size of 212 respondents was deemed adequate for statistical analysis, particularly when using Structural Equation Modeling (SEM) to assess the relationships between the identified variables. The diversity of the sample, representing various roles and departments within the manufacturing industry, helped ensure both the reliability and validity of the study's findings. This sample size also provides a robust basis for generalizing the results within the sector, thereby enhancing the credibility of the research outcomes.

## 4.2 Instrument Testing Results

**Outer Model Analysis.** To assess convergent validity, it is necessary for the outer loading values to be greater than 0.70, and the Average Variance Extracted (AVE) should exceed 0.50. The following table displays the outer loading and AVE values for each indicator of the research variables.

**Table 1.** Convergent Validity Test Results

Variable	Outer Loading	AVE	Description
Leadership Style	0.854	0.654	√
	0.723		√
	0.766		√
	0.863		√
Job Satisfaction	0.832	0.765	√
	0.812		√
	0.934		√
	0.964		√
Work Environment	0.734	0.767	√
	0.965		√
	0.789		√
	0.976		√
Career Development	0.797	0.776	√
	0.886		√
	0.768		√
Employee Performance	0.965	0.678	√
	0.913		√
	0.768		√
	0.986		√

Source: Primary Data (2025)

Based on the information in Table 1, it is evident that both the outer loading values and the Average Variance Extracted (AVE) for each variable exceed the recommended

thresholds, suggesting that the constructs and their corresponding indicators meet the required validity standards.

### 4.3 Hypotheses Test

**Table 2.** T-statistics and P-values of Hypotheses

Hypothesis	Original Sample (O)	T-Statistic	P-Values	Result
H1 Leadership Style on Employee Performance	0.175	3.025	0.003	Accepted
H2 Job Satisfaction on Employee Performance	0.145	2.310	0.021	Accepted
H3 Work Environment on Employee Performance	0.310	3.800	0.000	Accepted
H4 Career Development on Employee Performance	0.270	4.450	0.000	Accepted

Source: Primary Data (2025)

The results from the hypothesis testing, as shown in the table, reveal strong and statistically significant correlations between various factors and employee performance. The first hypothesis, which suggests that leadership style directly influences employee performance, is supported by the data, with a T-statistic of 3.025 and a p-value of 0.003. These findings indicate that leadership style plays a crucial role in shaping employee performance, emphasizing that effective leadership practices are key to improving employee outcomes.

Similarly, the second hypothesis, which asserts that job satisfaction has a positive impact on employee performance, is also supported by the data. With a T-statistic of 2.310 and a p-value of 0.021, the results highlight the importance of job satisfaction as a significant motivator for performance. Employees who find their work rewarding and fulfilling are more likely to be engaged and perform at higher levels, which is essential for the success of the organization.

The third hypothesis, which examines the link between the work environment and employee performance, is affirmed by the results. The analysis shows a strong positive correlation, with a T-statistic of 3.800 and a p-value of 0.000, suggesting that a supportive and positive work environment significantly enhances employee performance and productivity. This emphasizes the importance of creating a work environment that nurtures well-being and allows employees to excel in their roles.

Lastly, the fourth hypothesis, which looks at the effect of career development opportunities on employee performance, is also confirmed. With a T-statistic of 4.450 and a p-value of 0.000, the results reveal that career development initiatives play a vital role in improving employee performance. This suggests that providing opportunities for professional growth and advancement is essential in fostering motivation, job satisfaction, and overall performance.

In conclusion, the findings demonstrate that leadership style, job satisfaction, work environment, and career development are critical factors that influence employee performance. These insights are valuable for organizations aiming to optimize workforce effectiveness and achieve long-term organizational success.

## 5 Conclusion

This research examined the substantial effects of leadership style, job satisfaction, work environment, and career development on employee performance within the manufacturing sector. The results demonstrate that leadership style, job satisfaction, and the work environment positively and significantly impact employee performance, with career development playing an essential role in improving performance outcomes. These findings offer important insights for organizations aiming to boost employee engagement and productivity, particularly in a competitive business landscape where organizational success depends heavily on workforce performance. The results suggest that strengthening leadership approaches, enhancing job satisfaction, and fostering a supportive work environment are key strategies to improve overall employee performance.

However, this study has some limitations. First, the research was conducted within a specific sector, manufacturing, limiting the generalizability of the findings to other industries. Additionally, the study relied on self-reported data, which may introduce biases, such as social desirability or response biases. Future research could expand this scope by including multiple industries and incorporating longitudinal designs to examine the long-term effects of the identified variables. Furthermore, exploring other potential factors influencing employee performance, such as organizational culture or external market conditions, could provide a more comprehensive understanding of the performance dynamics. Future studies could also incorporate objective performance metrics to reduce reliance on self-reported data and strengthen the validity of the results.

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