

Transformational Leadership, Trust, and Motivation Driving Employee Performance and Retention

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Abstract

Purpose: This study explores the impact of transformational leadership communication behavior on employee trust, motivation, performance, and retention at PT Ace Hardware Indonesia, Tbk.

Research Methodology: A quantitative approach was employed, and questionnaires were distributed to 300 employees. The collected data were analyzed using Smart PLS 3 to examine the relationships among the variables and test the mediation effects. Structural equation Modeling (PLS-SEM). Data were collected using a structured questionnaire distributed to 210 employees of a national television broadcasting company. The analysis was conducted using SmartPLS 4.0.

Results: The findings indicate that transformational leadership communication behavior significantly influences employees' trust, motivation, performance, and retention. Additionally, employee trust and motivation significantly mediated the relationship between transformational leadership communication and both performance and retention.

Conclusions: This study demonstrates the complex interplay among transformational leadership, trust, motivation, performance, and retention, highlighting the critical role of leadership communication in fostering positive employee relationships.

Limitations: This study is limited to a single company context and a cross-sectional design, which may affect its generalizability. Future research should consider longitudinal approaches and multiple organizational settings in this context.

Contributions: This study provides practical guidance for implementing effective transformational leadership practices to enhance trust, motivation, and retention. It also contributes to the theoretical development of transformational leadership and offers directions for future research on organizational behavior.

Keywords: *Employee Trust, Motivation, Performance, Retention, Transformational Leadership*

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1. Introduction

1.1 Background of the Problem

The background of this issue emphasizes the importance of trust and communication in the success of virtual teams. Leaders must maintain consistent values, communicate boundaries, and promote program success and failure. Leadership communication strategies, particularly in corporate activism, are crucial for understanding their impact on employee performance and responses (Chatterji & Toffel, 2018). In an uncertain global business context, corporate leaders must be transparent in expressing their views (Yim & Park, 2019). Communication influences daily life through the verbal exchange of thoughts and ideas.

In Indonesia, employee trust in business leaders reached 61%, showing stability from 2021 to 2022. This study focuses on leadership communication strategies at PT. Kawan Lama Tbk. Jakarta. Leadership style influences employee outcomes, and communication skills have a significant impact. Effective communication motivates employees to participate actively (Burns), whereas a lack of motivation negatively affects morale and performance (Locke & Schattke, 2019). Leaders must adopt communication strategies to enhance motivation and ensure success (Mutha & Srivastava, 2023).

Leadership communication also influences consumer awareness and employee loyalty (Layla, Brammer, Pullen, & Rhodes, 2021). Previous studies have addressed corporate activism; however, understanding leadership communication strategies remains limited. This study explored the strategies at PT. Ace Hardware Indonesia Tbk (ACES) aims to enhance employee motivation with positive social implications. Bajpai and Rajpot (2018) introduced a new concept, highlighting leadership communication as a key determinant of corporate performance in global competition.

1.2 Formulation of the Problem

- 1) Does transformational leadership communication behavior influence employee trust at PT. Ace Hardware Indonesia, Tbk?
- 2) Does transformational leadership communication behavior affect employee work motivation at PT. Ace Hardware Indonesia, Tbk?
- 3) Does transformational leadership communication behavior influence employee retention at PT. Ace Hardware Indonesia, Tbk?
- 4) Does employee trust affect employee work motivation at PT. Ace Hardware Indonesia, Tbk?
- 5) Does employee motivation affect employee retention at PT. Ace Hardware Indonesia, Tbk?
- 6) Does employee trust affect employee performance at PT. Ace Hardware Indonesia, Tbk?
- 7) Does employee motivation affect employee performance at PT. Ace Hardware Indonesia, Tbk?

2. Literature Review and Hypotheses Development

2.1 Transformational Leader Communication Strategy and Employee Trust

Leadership is widely recognized as a decisive factor in employee retention, as supportive and respectful leadership fosters commitment, motivation, and satisfaction among employees (Mey, Poisat, and Stindt (2021); Tian et al. (2020)). Transformational leadership, in particular, plays a significant role in motivating employees through vision sharing, intellectual stimulation, and individualized consideration (Mathende & Yousefi, 2021). Such leaders align individual aspirations with organizational goals, thereby enhancing performance and long-term retention (Knezović & Drkić, 2021). Conversely, pseudotransformational leadership, characterized by manipulation and self-interest, weakens trust, damages morale, and increases turnover risk (Bouranta, 2021); (Meiryani et al., 2022) (Moin, Omar, Wei, Rasheed, & Hameed, 2021). Authentic transformational leadership, which emphasizes ethics and morality, strengthens sustainable organizational outcomes (Nuel, Ifechi, & Emmanuella, 2021).

Organizational trust further reinforces the leadership–retention relationship, as it embodies fairness, integrity, and shared values that shape employees’ perceptions (Silbert, 2020). Trust enhances cooperation, reduces conflict, and fosters innovation (Yildiz, 2019). Leaders who demonstrate transparency, consistency, and fairness cultivate strong emotional bonds with their employees (Onnis, Onnis, & Jones, 2019). Transformational leadership communication also promotes organizational trust through open dialogue, participation, and respect (Northouse, 2015) (Yue, Men, & Ferguson, 2019). Transparent communication enhances psychological safety and employee confidence in managerial decision-making. Empirical evidence confirms that fairness and ethical leadership communication positively influence organizational trust and employee engagement (Neill, Men, & Yue, 2020) (Stouten, Rousseau, & De Cremer, 2018).

H₁: Transformational leadership communication behavior positively influences employee trust at PT Ace Hardware Indonesia Tbk

2.2 Communication Strategies of Transformational Leaders and Employee Motivation

Employee motivation has become a central concern in contemporary organizations because it directly affects performance, engagement, and retention. Leadership is recognized as a critical driver of this process because supportive and empowering leaders enhance employees' intrinsic commitment, whereas ineffective leadership creates dissatisfaction and weakens performance outcomes ([Mey et al. \(2021\)](#) [Tian et al. \(2020\)](#)). Transformational leadership, in particular, has been shown to strengthen employee creativity, trust, and collective purpose, which not only sustains performance but also improves motivation to contribute beyond formal job requirements ([Knezović and Drkić \(2021\)](#) [Mathende and Yousefi \(2021\)](#)). Authentic transformational leadership, which integrates morality and ethical decision-making, provides employees with a meaningful sense of direction and long-term organizational identification ([Nuel et al., 2021](#)).

Motivation is widely defined as a psychological force that directs behavior toward achieving personal and organizational goals ([Wigfield, Muenks, & Eccles, 2021](#)). It reflects an individual's willingness to allocate effort, develop skills, and sustain persistence in overcoming challenges ([Locke & Schattke, 2019](#)). Motivated employees are more likely to demonstrate resilience, adapt to organizational changes, and maintain higher levels of engagement than unmotivated employees. Empirical findings indicate that transformational leadership communication enhances employees' confidence, enthusiasm, and shared sense of values, which collectively foster motivation and workplace trust ([Mutha and Srivastava \(2023\)](#) [Nielsen, Boye, Holten, Jacobsen, and Andersen \(2019\)](#)). Drawing on these theoretical and empirical insights, the following hypothesis is proposed.

H₂: Transformational leadership communication behavior positively influences employee work motivation at PT Ace Hardware Indonesia Tbk

2.3 Communication Strategies of Transformational Leaders and Employee Retention

Employee retention has emerged as a strategic concern for organizations facing global competition and talent shortages in recent years. Leadership plays a decisive role in this process, as supportive and respectful leaders enhance employee commitment, satisfaction, and long-term loyalty ([Mey et al. \(2021\)](#) [Tian et al. \(2020\)](#)). Conversely, ineffective leadership increases dissatisfaction and turnover risk ([Farahnak, Ehrhart, Torres, and Aarons \(2020\)](#); [Robbins and Davidhizar \(2020\)](#)). Among leadership approaches, transformational leadership is highly valued because it inspires creativity, builds trust, and aligns ([Knezović & Drkić, 2021](#)) employees with collective organizational goals, ultimately fostering retention and sustainability ([Mathende and Yousefi \(2021\)](#) [Peng, Yin, Hou, Zou, and Nie \(2020\)](#) [Bouranta \(2021\)](#); [Meiryani et al. \(2022\)](#); [Moin et al. \(2021\)](#)). In contrast, pseudotransformational leadership, which prioritizes self-interest, erodes trust and weakens long-term retention. Authentic transformational leadership nurtures sustainable employee organization relationships by emphasizing morality and ethics ([Nuel et al., 2021](#)).

Retention is shaped by multiple factors, including job satisfaction, organizational culture, compensation systems and career opportunities. Nevertheless, effective leadership remains the central determinant, motivating employees through recognition, trust and transparent communication ([Agarwal, 2020](#)). Transparent communication enables transformational leaders to achieve organizational goals ([Yamin, 2020](#)), retain high-performing employees through reward systems ([Utari et al., 2021](#)), and improve their performance. Empirical evidence supports these arguments, showing that transformational leadership communication significantly enhances employee retention, reduces turnover intention, and strengthens organizational performance ([Park and Pierce \(2020\)](#) [Shah and Asad \(2018\)](#); [Xuecheng, Iqbal, and Saina \(2022\)](#) [Yücel \(2021\)](#)).

H₃: Transformational leadership communication behavior positively influences employee retention at PT Ace Hardware Indonesia Tbk

2.4 Employee Trust and Employee Motivation

Organizational trust represents shared values, ethics, culture, and leadership vision that shape interpersonal and institutional relationships within an organization ([Silbert, 2020](#)). It encompasses competence, integrity, benevolence, and justice key elements that promote cooperation, reduce conflict, and stimulate innovation ([Yildiz, 2019](#)). Leaders play a vital role in fostering trust through fairness,

reliability, and transparent decision-making, thereby enhancing employee commitment and performance (Onnis et al., 2019). Trust, as a multidimensional construct, includes cognitive and affective aspects such as ability, integrity, and emotional bonds, which contribute to job satisfaction and engagement (Schilke, Reimann, & Cook, 2021). Hence, organizational trust serves as the foundation for sustainable development and long-term competitiveness.

In contrast, motivation is a psychological process that drives individuals to achieve goals and overcome challenges (Wasylyshyn, 2014). It influences behavior, decision-making, and persistence in pursuing objectives. Motivation can be intrinsic, stemming from internal satisfaction, or extrinsic, arising from external rewards (Locke and Schatke (2019) Wigfield et al. (2021). Both dimensions are vital for sustaining employee effort, performance, and retention (Gerhart & Fang, 2015). Empirical studies have shown that trust acts as a mediator linking leadership fairness and motivation (Patiro, Wijanarko, & Stevi, 2020).

H₄: Trust positively influences employee motivation at PT Ace Hardware Indonesia Tbk

2.5 Employee Trust and Employee Performance

Trust at the organizational level reflects shared values, ethical standards, cultural orientation, and leadership vision, shaping both interpersonal and institutional dynamics (Silbert, 2020). It incorporates elements such as competence, integrity, benevolence, and justice, which are essential for fostering cooperation, reducing conflict, and promoting innovation (Yildiz, 2019). Leaders serve as central agents in cultivating trust by demonstrating fairness, reliability, and transparent decision-making, which in turn enhances employee performance and commitment (Onnis et al., 2019). Organizational trust is multidimensional, consisting of cognitive and affective components, such as integrity, ability, and emotional reliability. When employees trust their leaders, they are more likely to perceive organizational practices as fair and supportive, thereby strengthening their satisfaction and engagement (Schilke et al., 2021). Consequently, trust is a fundamental driver of sustainable development and long-term competitive advantage.

Employee performance, defined as the degree of task accomplishment based on standards of accuracy, completeness, cost efficiency, and timeliness, represents a core determinant of organizational success (Armstrong, 2021). Performance outcomes are influenced by employees ability, knowledge, motivation, job design, and organizational culture (Sinungan, 2018). Improved performance is consistently linked with job satisfaction and enhanced commitment (Schell, 2019), whereas multidimensional measurement frameworks provide both financial and non-financial insights to guide strategic decisions.

Prior studies have emphasized that trust in leadership directly influences employee behavior and outcomes. Employees who trust their leaders demonstrate higher engagement, motivation, and collaboration, thereby contributing to superior individual and team performance (Khan, Bhatti, Obaid, Sami, and Ullah (2020) Kyambade, Bartazary, Namatovu, and Tushabe (2024) Mutha and Srivastava (2023). Moreover, trust mediates the effects of leadership behaviors on motivation and commitment (Patiro et al., 2020). Research further confirms that perceptions of fairness, integrity, and leader support strengthen productivity and goal attainment (Mahdikhani & Yazdani, 2020). Drawing on this evidence, we conclude that employee trust plays a pivotal role in enhancing performance outcomes. Therefore, the following hypothesis is proposed:

H₅: Employee trust positively influences employee performance at PT. Ace Hardware Indonesia Tbk

2.6 Employee Motivation and Employee Performance

Motivation is broadly defined as a psychological process that energizes and directs individuals to achieve desired goals and outcomes. It plays a crucial role in decision-making, particularly in dynamic and competitive business environments (Wasylyshyn, 2014). Achievement motivation, which reflects an individual's desire to excel and outperform others, influences how challenges are approached. Highly motivated individuals tend to select moderately difficult yet attainable goals, whereas less motivated individuals prefer tasks that are either too simple or overly difficult. Motivation also shapes career

development, skill enhancement, and resource utilization to achieve personal and organizational goals. Goal commitment and persistent effort are vital for translating motivation into improved performance ([Locke & Schattke, 2019](#)).

Motivation consists of intrinsic and extrinsic dimensions. Intrinsic motivation originates from personal satisfaction and self-growth, whereas extrinsic motivation stems from external rewards, such as recognition or compensation ([Wigfield et al., 2021](#)). Both are crucial in influencing work behaviors and performance outcomes. Employee performance refers to the effective completion of tasks based on accuracy, efficiency, and punctuality ([Sinungan, 2018](#)). Motivation enhances engagement, productivity, and satisfaction, thereby strengthening competitiveness. Empirical studies confirm motivation's strong effect on performance, commitment, and outcomes ([Al-Suraihi, Samikon, Al-Suraihi, & Ibrahim, 2021](#));([Layla et al., 2021](#));([Kuswati, 2020](#));([Paais & Pattiruhu, 2020](#));([Sabir & Ahmad, 2022](#));([Trépanier et al., 2023](#)).

H₆: Employee motivation positively influences employee performance at PT Ace Hardware Indonesia Tbk

2.7 Employee Motivation and Employee Retention

Motivation is widely recognized as a psychological process that directs individual behavior toward achieving the desired goals and outcomes. It plays a vital role in decision-making, particularly in dynamic and competitive business environments ([Wasylyshyn, 2014](#)). Achievement motivation, defined as the internal drive to excel and succeed relative to others, determines how individuals approach challenges. Those with high achievement motivation tend to select moderately challenging yet attainable tasks, whereas individuals with lower motivation often choose tasks that are either too easy or overly difficult. Motivation also guides the allocation of personal resources, skill development, and career advancement, requiring sustained effort and goal commitment to generate meaningful performance outcomes ([Locke & Schattke, 2019](#)). It can be categorized into intrinsic motivation, driven by internal satisfaction, and extrinsic motivation, stimulated by external rewards such as recognition or compensation ([Locke & Schattke, 2019](#)).

Employee retention has emerged as a strategic priority in the face of global competition and talent shortages. Retention policies aim to minimize turnover, preserve intellectual capital, and maintain competitiveness ([Najib, Abdullah, Narresh, & Juni, 2019](#)) ([Shah & Asad, 2018](#)). Key retention factors include job satisfaction, leadership, compensation, commitment, and career opportunities. ([Bikefe & Daniel, 2022](#)) Effective leadership strengthens retention by motivating employees through trust, recognition, and development opportunities ([Bharadwaj & Yameen, 2021](#)). Motivation enhances job satisfaction and organizational loyalty, acting as both a predictor and mediator of retention ([Amushila & Bussin, 2021](#));([Lee & Kim, 2023](#));([Liaquat et al., 2024](#));([Park & Pierce, 2020](#));([Shah & Asad, 2018](#)). Higher motivation drives performance and fosters long-term retention ([Yücel, 2021](#)).

H₇: Employee motivation positively influences employee retention at PT Ace Hardware Indonesia, Tbk

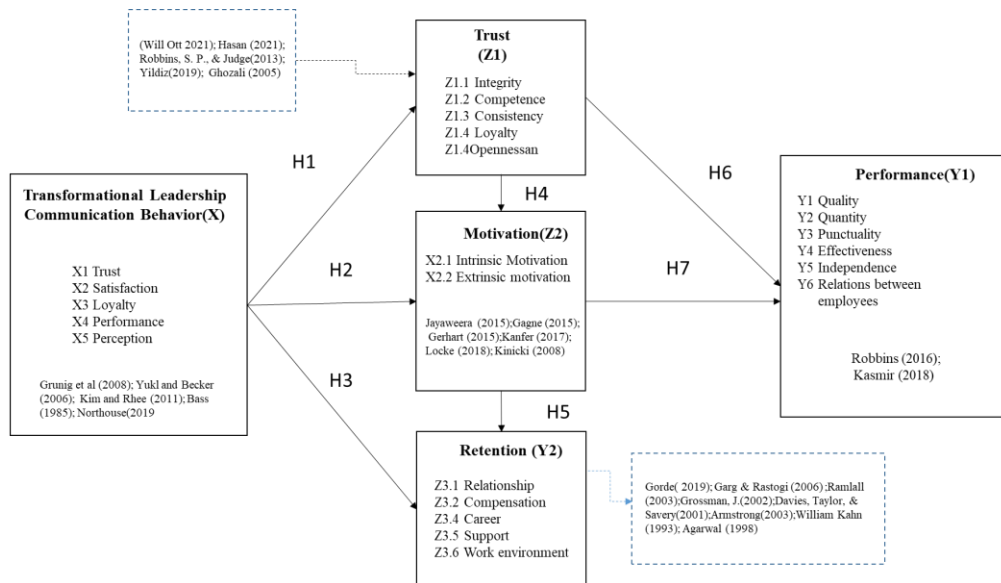


Figure 1. Conceptual framework

The conceptual framework illustrated in Figure 1 outlines the relationships between transformational leadership communication behavior and key organizational outcomes. This model shows how leadership behaviors, such as trust, satisfaction, and loyalty, influence employee motivation and retention, which in turn impact performance. Trust is identified as a central variable, with its dimensions, including integrity, competence, consistency, and loyalty, driving motivation both intrinsically and extrinsically. Additionally, retention factors such as career development, compensation, and work environment are included, highlighting their role in fostering employee commitment. The framework emphasizes how these interconnected elements ultimately shape employee performance, which is measured across various dimensions like quality, quantity, and effectiveness. This structure is supported by a range of academic references, providing a theoretical basis for understanding the interplay of leadership and organizational outcomes.

3. Methodology

This study applied a quantitative research design to examine the proposed model. The population consisted of 10,631 employees working at PT. Ace Hardware Indonesia, representing various departments and functions. To ensure representativeness and statistical power, resulting in a sample of 300 employees. Respondents were selected using proportional random sampling to capture diverse perspectives across the organization. Data were collected using a structured questionnaire and subsequently analyzed using Smart PLS 3.0, enabling the testing of measurement validity, structural relationships, and hypothesis verification within the proposed framework.

4. Results and Discussions

4.1 Results

4.1.1 Analysis of Factor Loading Values

The researcher illustrated Figure 1 and 2, the path diagrams depicting the results of the Smart PLS analysis. The results of the testing in Figure 2 and Table 1 indicate that 16 measurement items have Factor Loadings (LF) ≤ 0.7 , such as Z_{122} , Y_{111} , Y_{112} , Y_{121} , Y_{131} , Y_{141} , Y_{142} , Y_{143} , Y_{144} , Y_{151} , Y_{213} , Y_{214} , Y_{221} , Y_{222} , and Y_{223} , which were deleted. These items were removed because they were less valid in measuring the variables.

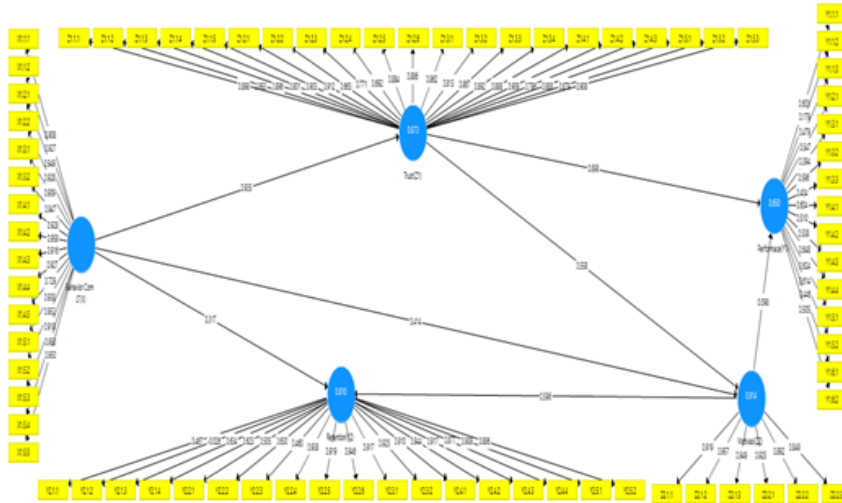


Figure 2. Path diagram of the first estimated factor loadings

The second factor loading testing process involved selecting indicators with validity levels (≥ 0.7) after removing items with values ≤ 0.7 . The purpose of this test was to obtain indicators that are more suitable and reliable as representations of the research variables. The results of this test are depicted in Figure 2 and 3, which provides a visualization of the selected indicators. By considering the factor loading values, researchers can detail the indicators that have passed the selection, providing a more detailed and accurate overview of the validity and reliability of the indicators used in the research model.

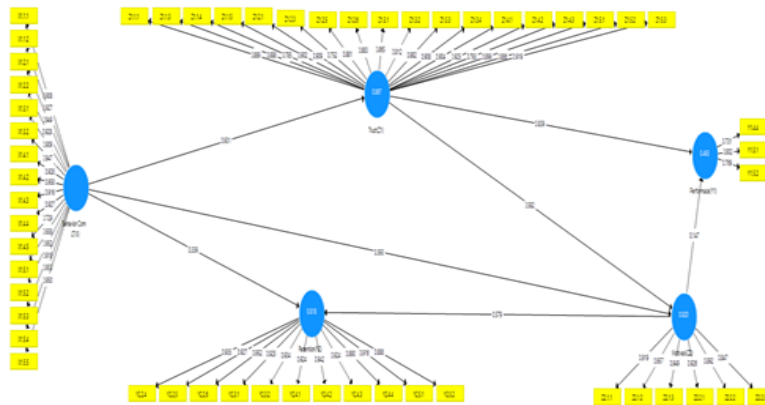


Figure 3. Path diagram loading of the second estimated factor

The results of the second-stage factor loading evaluation are presented in Table 1, which presents detailed information.

Table 1. Second factor loading test results (Fit indicator)

Behavior Communication TL (X_1)		Trust (Z_1)		Motivation (Z_2)		Performance (Y_1)		Retention (Y_2)	
$X_{1.1.1}$	0.908	$Z_{1.1.1}$	0.889	$Z_{2.1.1}$	0.919	$Y_{1.4.4}$	0.731	$Y_{2.2.4}$	0.935
$X_{1.1.2}$	0.927	$Z_{1.1.3}$	0.888	$Z_{2.1.2}$	0.957	$Y_{1.5.1}$	0.802	$Y_{2.2.5}$	0.927
$X_{1.2.1}$	0.949	$Z_{1.1.4}$	0.785	$Z_{2.1.3}$	0.949	$Y_{1.5.2}$	0.769	$Y_{2.2.6}$	0.952
$X_{1.2.2}$	0.928	$Z_{1.1.5}$	0.902	$Z_{2.2.1}$	0.926			$Y_{2.3.1}$	0.925
$X_{1.3.1}$	0.909	$Z_{1.2.1}$	0.909	$Z_{2.2.2}$	0.892			$Y_{2.3.2}$	0.934
$X_{1.3.2}$	0.947	$Z_{1.2.3}$	0.752	$Z_{2.2.3}$	0.847			$Y_{2.4.1}$	0.924
$X_{1.4.1}$	0.928	$Z_{1.2.5}$	0.881					$Y_{2.4.2}$	0.942

$X_{1.4.2}$	0.958	$Z_{1.2.6}$	0.883					$Y_{2.4.3}$	0.924
$X_{1.4.3}$	0.916	$Z_{1.3.1}$	0.865					$Y_{2.4.4}$	0.89
$X_{1.4.4}$	0.927	$Z_{1.3.2}$	0.812					$Y_{2.5.1}$	0.916
$X_{1.4.5}$	0.729	$Z_{1.3.3}$	0.882					$Y_{2.5.2}$	0.888
$X_{1.5.1}$	0.938	$Z_{1.3.4}$	0.908						
$X_{1.5.2}$	0.952	$Z_{1.4.1}$	0.904						
$X_{1.5.3}$	0.918	$Z_{1.4.2}$	0.925						
$X_{1.5.4}$	0.953	$Z_{1.4.3}$	0.793						
$X_{1.5.5}$	0.95	$Z_{1.5.1}$	0.899						
		$Z_{1.5.2}$	0.886						
		$Z_{1.5.3}$	0.919						

Based on the output in Table 1, all measurement items showed Factor Loadings (LF) above 0.70, indicating that all items were valid and could effectively represent the variables. For the Transformational Leadership Communication Behavior variable, the highest item was $X_{1.4.2}$ (0.958), indicating that an increase in transformational communication behavior will be more noticeable in this item. For the Trust variable (Z_1), competence ($Z_{1.2.3}$) had an LF of 0.752, reflecting that approximately 56.55% of the changes in trust would be reflected in this item. Loyalty ($Z_{1.4.2}$) had an LF of 0.925, indicating that the level of employee trust in the company was strongly reflected in this item.

The Motivation variable (Z_2) shows that Extrinsic Motivation ($Z_{2.2.3}$) has an LF of 0.847, reflecting approximately 71.74% of the motivation changes in this item. Intrinsic Motivation ($Z_{2.1.2}$) had an LF of 0.957, indicating that the level of employee motivation was strongly reflected in this item. Performance (Y_1) indicates that Effectiveness ($Y_{1.4.4}$) has an LF of 0.731, reflecting approximately 53.44% of the performance change in this item. Independence ($Y_{1.5.1}$) has an LF of 0.802, indicating that the improvement in employee performance was strongly reflected in this item.

Retention (Y_2) shows that the Work Environment ($Y_{2.5.1}$) has an LF of 0.916, reflecting approximately 83.91% of the retention changes in this item. Compensation ($Y_{2.2.6}$) has an LF of 0.952, indicating that a strong reflection of the performance increase of approximately 90.63% is evident in this item.

4.1.2 Hypothesis Testing

To test the hypotheses, the researcher analyzed the results of the Path Coefficient test conducted using the bootstrapping method. Tables 4.20 and 4.21 and Figure 4.3 present the results of the bootstrapping test for the Path Coefficient.

Table 2. Hypothesis testing (path coefficient and T statistics)

Path Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Behavior Com LT (X) → Motivation (Z_2)	0.393	0.414	0.163	2.41	0.016
Behavior Com LT (X) → Retention (Y_2)	0.339	0.367	0.167	2.027	0.043
Behavior Com LT (X) → Trust (Z_1)	0.931	0.932	0.016	58.989	0
Motivation (Z_2) → Performace (Y_1)	0.147	0.146	0.168	2.875	0.048
Motivation (Z_2) → Retention (Y_2)	0.579	0.552	0.169	3.431	0.001
Trust (Z_1) → Motivation (Z_2)	0.582	0.563	0.161	3.625	0
Trust (Z_1) → Performace (Y_1)	0.839	0.838	0.152	5.529	0

Table 2 presents the results of hypothesis testing, showing the path coefficients and T statistics for the relationships between various constructs in the study. The table includes the original sample values,

sample means, standard deviations, T statistics, and p-values, which are used to assess the significance of the hypothesized relationships. For example, the path from "Behavior Com LT (X)" to "Motivation (Z_2)" has a coefficient of 0.393 with a p-value of 0.016, indicating a statistically significant positive relationship. Similarly, the path from "Trust (Z_1)" to "Performance (Y_1)" has a high coefficient of 0.839 and a p-value of 0, demonstrating a strong and significant relationship. These results provide insights into the strength and significance of the various pathways tested in the conceptual model.

Table 3. Path confidence interval coefficient

	Original Sample (O)	Sample Mean (M)	2.50%	97.50%
Behavior Com LT (X) → Motivation (Z_2)	0.393	0.414	0.109	0.732
Behavior Com LT (X) → Retention (Y_2)	0.339	0.367	0.075	0.738
Behavior Com LT (X) → Trust (Z_1)	0.931	0.932	0.898	0.959
Motivation (Z_2) → Performance (Y_1)	0.147	0.146	0.455	0.203
Motivation (Z_2) → Retention (Y_2)	0.579	0.552	0.174	0.835
Trust (Z_1) → Motivation (Z_2)	0.582	0.563	0.243	0.858
Trust (Z_1) → Performace (Y_1)	0.839	0.838	0.514	1.116

Table 3 provides the path confidence interval coefficients for the hypothesized relationships between the constructs in the study. It includes the original sample values, sample means, and the 2.50% and 97.50% confidence intervals for each path coefficient. The confidence intervals help assess the precision and reliability of the estimates. For instance, the path from "Behavior Com LT (X)" to "Trust (Z_1)" has an original sample coefficient of 0.931, with a 95% confidence interval ranging from 0.898 to 0.959, suggesting a strong and precise relationship. Similarly, other paths like "Motivation (Z_2)" to "Performance (Y_1)" show a coefficient of 0.147, with a confidence interval of 0.455 to 0.203, indicating a lower but still notable effect. This table helps in understanding the range of expected values for each path coefficient based on the sample data.

Statistical analysis using a path diagram helps to understand the relationships between variables within the framework. The structural model was used for hypothesis testing and to identify causal relationships between variables. Figure 4 shows the relationships and coefficients of these variables.

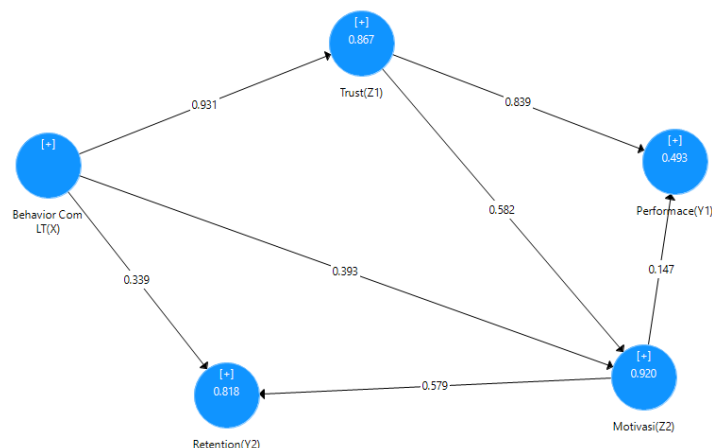


Figure 4. Path diagram loading of the second estimated factor

Considering the path coefficient values in Tables 2 and 3, as well as Figure 4, the following conclusions can be drawn:

a) Test of Direct Effects

- 1) Influence of Transformational Leadership Communication Behavior (X) on Trust (Z_1)

Based on Tables 4.20 and 4.21, Transformational Leadership Communication Behavior (X) has a significant influence on Trust (Z_1) with a coefficient of 0.931 (t-statistic: 58.989 > 1.96, p-value: $0 < 0.05$). Therefore, H_1 was accepted, and H_0 was rejected. It can be concluded that changes in Transformational Leadership Communication Behavior (X) significantly contribute to the improvement of Trust (Z_1). The effect of Transformational Leadership Communication Behavior (X) on Trust (Z_1) within the 95% confidence interval ranged from 0.898 to 0.959, indicating that positive changes in Transformational Leadership Communication Behavior (X) can enhance Trust (Z_1) up to 0.959.

- 2) Influence of Transformational Leadership Communication Behavior (X) on Work Motivation
Based on the path coefficient and t-statistics from Tables 4.20 and 4.21, it can be observed that Transformational Leadership Communication Behavior (X) has a significant influence on Motivation (Z_2) with a coefficient of 0.393 (t-statistic: 2.41 > 1.96, p-value: $0.016 < 0.05$). Therefore, H_2 is accepted, and H_0 is rejected. This result indicates that changes in Transformational Leadership Communication Behavior (X) significantly contribute to the improvement of Motivation (Z_2). The effect of Transformational Leadership Communication Behavior (X) on motivation (Z_2) within the 95% confidence interval ranged from 0.109 to 0.732, indicating that positive changes in Transformational Leadership Communication Behavior (X) can enhance motivation (Z_2) up to 0.732.
- 3) Influence of Transformational Leadership Communication Behavior (X) on Employee Retention
Based on the analysis of path coefficients and t-statistics from Table 4.20, Transformational Leadership Communication Behavior (X) influences Retention (Y_2) with a coefficient of 0.393 (t-statistic: 2.41 > 1.96, p-value: $0.016 < 0.05$). Hypothesis H_2 is accepted, while H_0 is rejected, indicating that changes in Transformational Leadership Communication Behavior (X) significantly contribute to the improvement of retention (Y_2). The effect of Transformational Leadership Communication Behavior (X) on retention (Y_2) within the 95% confidence interval is from 0.075 to 0.738, indicating that positive changes in Transformational Leadership Communication Behavior (Y_2) can enhance retention (Y_2) up to 0.738.
- 4) Influence of Trust (Z_1) on Work Motivation
The influence of Trust (Z_1) on Motivation (Z_2) is 0.582 and is statistically significant, with a t-statistic ($3.625 > 1.96$) or p-value ($0 < 0.05$). Hypothesis (H_4) is accepted, and H_0 is rejected, indicating that any change in trust (Z_1) significantly contributes to improving employee motivation. Trust plays a crucial role in enhancing work motivation, which aligns with the proposed hypothesis. The effect of trust (Z_1) on motivation (Z_2) within the 95% confidence interval ranged from 0.243 to 0.858, indicating that positive changes in trust (Z_1) can enhance motivation (Z_2) up to 0.858.
- 5) Trust (Z_1) has an effect on performance
The influence of trust (Z_1) on performance (Y_1) is 0.839, statistically significant, with t-statistic (5.529) and p-value ($0 < 0.05$). Hypothesis 5 is accepted, and Hypothesis 0 is rejected, indicating that an increase in trust (Z_1) significantly enhances performance (Y_1). This finding reinforces the importance of trust-building strategies in the workplace to enhance individual motivation. The magnitude of the effect of trust (Z_1) on performance (Y_1) within the 95% confidence interval ranged from 0.514 to 1.116, indicating that positive changes in trust (Z_1) can enhance performance (Y_1) up to 1.116.
- 6) Motivation has an effect on performance
The influence of Motivation (Z_2) on Performance (Y_1) of employees is statistically significant, with a coefficient of 0.147, t-statistic of 2.875, and p-value of $0.048 < 0.05$. Hypothesis 6 is accepted, and Hypothesis 0 is rejected, affirming that changes in Motivation (Z_2) can significantly improve employee performance. The effect of motivation (Z_2) within the 95% confidence interval ranged from 0.174 to 0.835, indicating that positive changes in motivation (Z_2) can enhance performance (Y_1) up to 0.835.
- 7) Motivation has an effect on retention
The analysis in Table 4.20 shows the significance of the influence of Motivation (Z_2) on Employee Retention (Y_2), with a coefficient of 0.579, t-statistic of 3.431, and p-value of $0.001 < 0.05$. Hypothesis 7 is accepted, and Hypothesis 0 is rejected, confirming that changes in motivation (Z_2) significantly enhance Employee Retention (Y_2). The effect of motivation (Z_2)

within the 95% confidence interval ranged from 0.174 to 0.835, indicating that positive changes in motivation (Z_2) can enhance retention (Y_2) up to 0.835.

b) Examination of the Magnitude of Mediation Effects

There are several indirect effects to be analyzed, such as the mediation effect of Transformational Leadership Communication Behavior (X) on Retention (Y_2) through Trust (Z_1) and Motivation (Z_2). Additionally, Leadership Communication Behavior (X) has a mediation effect on Performance (Y_1) through Trust (Z_1) and Motivation (Z_2), the following can be seen in the table 4 and 5.

Table 4. Mediation tests

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Behavior Com LT (X) → Trust (Z_1) → Motivation (Z_2)	0.542	0.524	0.148	3.669	0
Behavior Com LT (X) → Motivation (Z_2) → Performace (Y_1)	0.058	0.076	0.083	0.693	0.488
Trust (Z_1) → Motivation (Z_2) → Performace (Y_1)	0.085	0.068	0.095	0.896	0.07
Behavior Com LT (X) → Trust (Z_1) → Motivation (Z_2) → Performace (Y_1)	0.08	0.063	0.089	0.895	0.371
Behavior Com LT (X) → Trust (Z_1) → Performace (Y_1)	0.782	0.781	0.143	5.449	0
Behavior Com LT (X) → Motivation (Z_2) → Retention (Y_2)	0.228	0.213	0.088	2.599	0.009
Trust (Z_1) → Motivation (Z_2) → Retention (Y_2)	0.337	0.327	0.156	2.168	0.03
Behavior Com LT (X) → Trust (Z_1) → Motivation (Z_2) → Retention (Y_2)	0.314	0.304	0.144	2.185	0.029

Table 5. Confident interval path coefficient mediasi

	Original Sample (O)	Sample Mean (M)	2.50%	97.50%
Behavior Com LT (X) → Trust (Z_1) → Motivation (Z_2)	0.542	0.524	0.231	0.799
Behavior Com LT (X) → Motivation (Z_2) → Performace (Y_1)	0.058	0.076	0.274	0.044
Trust (Z_1) → Motivation (Z_2) → Performace (Y_1)	0.085	0.068	0.237	0.152
Behavior Com LT (X) → Trust (Z_1) → Motivation (Z_2) → Performace (Y_1)	0.08	0.063	0.22	0.14
Behavior Com LT (X) → Trust (Z_1) → Performace (Y_1)	0.782	0.781	0.477	1.049
Behavior Com LT (X) → Motivation (Z_2) → Retention (Y_2)	0.228	0.213	0.059	0.409
Trust (Z_1) → Motivation (Z_2) → Retention (Y_2)	0.337	0.327	0.051	0.63

1) Mediation Effect of Trust (Z_1) on the Relationship between Behavior LT (X) and Motivation (Z_2)

Based on Tables 4 and 5, trust (Z_1) significantly mediates the influence of Behavior Com LT (X) on motivation (Z_2) with a path coefficient of 0.542. The significance test shows a t-statistic of 3.669, exceeding the critical threshold of 1.96 at a significance level of 0.05 (p-value = 0.000). This finding

- confirms that trust (Z_1) significantly mediates the influence of Behavior Com LT (X) on motivation (Z_2). In the 95% confidence interval, trust (Z_1) can mediate with a value ranging from 0.231 to 0.799.
- 2) Mediation Effect of Motivation (Z_2) on the Relationship between Behavior LT (X) and Performance (Y_1)
According to Tables 4 and 5, Motivation (Z_2) significantly acts as a mediator in mediating the influence of Behavior Com LT (X) on Performance (Y_1) with a path coefficient of 0.058. The significance test of the t-statistic shows a value of 2.693, which exceeds the critical threshold of 1.96 at a significance level of 0.05 (p-value: 0.488). This finding confirms that Motivation (Z_2) significantly mediates the influence of Behavior Com LT (X) on Performance (Y_1) within the 95% confidence interval from 0.274 to 0.044.
 - 3) Mediation Effect of Motivation (Z_2) on the Relationship between Trust (Z_1) and Performance (Y_1)
Based on Tables 4 and 5, Motivation (Z_2) significantly acts as a mediator in mediating the influence of Trust (Z_1) on Performance (Y_1), with a path coefficient of 0.085. The significance test of the t-statistic shows a value of 2.896, which exceeds the critical threshold of 1.96 at a significance level of 0.05 (p-value: 0.37). This finding confirms that Motivation (Z_2) significantly plays a mediating role in mediating the influence of Trust (Z_1) on Performance (Y_1) within the 95% confidence interval of 0.237 to 0.152.
 - 4) Mediation Effect of Trust (Z_1) and Motivation (Z_2) on the Relationship between Behavior Com LT (X) and Performance (Z_1)
According to Tables 4 and 5, Trust (Z_1) and Motivation (Z_2) significantly act as mediators in mediating the influence of Behavior Com LT (X) on Performance (Y_1) with a path coefficient of 0.08, respectively. The significance test of the t-statistic shows a value of 0.895, exceeding the critical threshold of 1.96 at a significance level of 0.05 (p = 0.371). This finding confirms that Trust (Z_1) and Motivation (Z_2) significantly act as mediators in mediating the influence of Behavior Com LT (X) on Performance (Y_1) within the 95% confidence interval of 0.22 to 0.14.
 - 5) Mediation Effect of Trust (Z_1) on the Relationship between Behavior Com LT (X) and Performance (Y_1)
Based on Tables 4 and 5, trust (Z_1) significantly mediates the influence of Behavior Com LT (X) on performance (Y_1), with a mediation path coefficient of 0.782. The significance test of the t-statistic shows a value of 5.449, exceeding the critical threshold of 1.96 at the 0.05 significance level (p-value: 0.000). This finding confirms the significant mediating role of trust (Z_1) in the influence of Behavior Com LT (X) on performance (Y_1) within the 95% confidence interval from 0.477 to.
 - 6) Mediation Effect of Motivation (Z_2) on the Relationship between Behavior Com LT (X) and Retention (Y_2)
Based on Tables 4 and 5, Motivation (Z_2) significantly acts as a mediator in mediating the influence of Behavior Com LT (X) on Retention (Y_2), with a mediation path coefficient of 0.228. The significance test of the t-statistic shows a value of 2.599, which exceeds the critical threshold of 1.96 at a significance level of 0.05 (p-value: 0.009). This finding confirms that motivation significantly acts as a mediator in mediating the influence of Behavior Com LT (X) on Retention (Y_2) within the 95% confidence interval from 0.059 to 0.409.
 - 7) Mediation Effect of Motivation (Z_2) on the Relationship between Trust (Z_1) and Retention (Y_2)
According to Table 4.22, Motivation (Z_2) significantly mediates the influence of Trust (Z_1) on Retention (Y_2), with a mediation path coefficient of 0.337. The significance test of the t-statistic shows a value of 2.168, which exceeds the critical threshold of 1.96 at a significance level of 0.05 (p-value: 0.000). This finding confirms that Motivation (Z_2) significantly plays a mediating role in mediating the influence of Trust (Z_1) on Retention (Y_2) within the 95% confidence interval of 0.051 to 0.63.
 - 8) Mediation Effect of Trust (Z_1) and Motivation (Z_2) on the Relationship between Behavior Com LT (X) and Retention (Y_2)
The results in Table 4.22 show that trust (Z_1) and motivation (Z_2) significantly mediate the influence of Behavior Com LT (X) on retention (Y_2), with a mediation path coefficient of 0.314. The significance test of the t-statistic shows a value of 0.029, exceeding the critical threshold of 1.96 at the 0.05 significance level (p-value: 0.000). This finding confirms the significant mediating role of trust (Z_1) and motivation (Z_2) in mediating the influence of Behavior Com LT (X) on retention (Y_2) within the 95% confidence interval from 0.048 to 0.586.

c. Goodness-of-Fit (GoF) Test for Model Suitability

Table 6 Goodness of Fit Index (GoF)

Communality Average	R-square Average	GoF Index
0.667	0.775	0.517

Table 7 SRMR Test

	Saturated Model	Estimated Model
SRMR	0.043	0.048

Tables 6 and 7 produce the Goodness of Fit (GoF) model $(0.667 \times 0.775) = 0.517$, indicating a high GoF category with a good fit between the model and empirical data. The SRMR analysis showed a value of 0.043, indicating an excellent fit between the model and empirical data. The low SRMR value suggests high accuracy in reproducing the correlation matrix of the data, confirming a strong match between the model structure and the actual relationship patterns in empirical data. These results indicate that the model is suitable for the observed data, enhancing confidence in the quality and validity of the model.

4.2 Discussion

4.2.1 The Influence of Transformational Leadership Communication Behavior on Employee Trust

The research indicates that the variables of Transformational Leadership Communication Behavior, particularly Task Performance and Intrinsic Motivation, have a significantly positive impact on employee motivation. Intrinsic Motivation contributes dominantly, accounting for 91.59%. Hypothesis testing confirmed a significant influence, with an effect within a 95% confidence interval ranging from 0.109 to 0.732. These findings strengthen previous research and demonstrate that leaders with consistent transformational communication behaviors can enhance employee motivation. Trust also plays a significant mediating role of up to 63%, reinforcing the positive effect of transformational leadership communication behavior on employee motivation at PT. Ace Hardware Indonesia, Tbk. ([Locke & Schattke, 2019](#)) ([Maiorescu-Murphy, 2022](#)); ([Y. Wang, 2020](#)) ([Yue et al., 2019](#))

4.2.2 Transformational Leadership Communication Behavior Influences Employee Retention

Transformational Leadership Communication Behavior, encompassing trust, satisfaction, consistency, loyalty, task performance, and perception, is integral to organizational success ([Northouse, 2015](#)) ([L. Wang et al., 2020](#)); ([Y. Wang, 2020](#)). Retention (Y_1), driven by factors such as employee-company relations, compensation, career, and support, is significantly influenced by Transformational Leadership Communication Behavior (X). Approximately 83.91% of Retention (Y_2) changes are observed in Workplace Environment ($Y_2.5.1$). Compensation ($Y_2.2.6$) significantly impacted retention (Y_2), indicating a 90.63% performance increase. Positive Transformational Leadership Communication Behavior (X) changes boost retention (Y_2) up to 0.73 ([Utari et al., 2021](#)) ([Robbins & Davidhizar, 2020](#)) ([Shah & Asad, 2018](#)) ([Tian et al., 2020](#)) ([Yücel, 2021](#)).

Trust, consistency, loyalty, and support significantly contribute to employee retention. Transformational communication improves job satisfaction, whereas consistent leadership fosters stability. Motivation serves as a crucial mediator, explaining 16.7% of the impact of Behavior Com LT (X) on retention (Y_2) ([Dwipayana & Suwandana, 2021](#)). PT. Ace Hardware Indonesia, Tbk benefits from effective Transformational Leadership Communication, enhancing retention and overall organizational success.

4.2.3 Trust Influences Employee Work Motivation

Coefficient analysis found competence to be a significant factor influencing trust, suggesting that expertise contributes to the trust given by others. Among all the tested factors, loyalty was identified as the most significant variable in depicting trust ([Patiro et al., 2020](#)). This implies that loyalty has the strongest impact on the trust of others. Coefficient analysis shows that changes in Motivation (Z_2) are reflected in Extrinsic Motivation ($Z_2.2.3$). However, Intrinsic Motivation ($Z_2.1.2$) plays a more

significant role in reflecting motivation (Z_2), highlighting internal factors such as personal satisfaction, interest, or growth desire. The hypothesis confirms that trust (Z_1) significantly affects Employee Work Motivation (Z_2) ([Patiro et al., 2020](#)).

The significant influence of Trust (Z_1) on Motivation (Z_2) can be observed by considering trust-related variables – Integrity, Competence, Loyalty, and Openness – and their relationship with Intrinsic and Extrinsic Motivation at PT. Ace Hardware Indonesia, Tbk. High integrity, competence, loyalty, and openness contribute to strong trust, providing a solid foundation for employee motivation, particularly in achieving common goals. Belief in competence and loyalty enhances motivation for better performance, while openness in communication creates an environment where employees feel valued, leading to increased intrinsic motivation. Trust elements have the potential to motivate both intrinsically and extrinsically, forming a robust basis for enhancing employee motivation at PT. Ace Hardware Indonesia, Tbk.

4.2.4 Employee Trust Influences Employee Performance at PT. Ace Hardware Indonesia, Tbk

Performance analysis of employees involves assessing factors such as quality, quantity, timeliness, effectiveness, autonomy, and interpersonal relationships and detailing the contribution of each factor to the performance variable. The lowest factor loading for effectiveness indicates that, despite its lower impact, this factor remains significant. Specifically, autonomy emerged as the strongest element reflecting performance, illustrating that independent employees have a significant impact on overall performance. The hypothesis testing results reinforce that employee trust, including integrity, competence, loyalty, and openness, significantly influences performance. This aligns with previous research findings ([Mahdikhani & Yazdani, 2020](#)); ([Mutha & Srivastava, 2023](#)); ([Patiro et al., 2020](#)), emphasizing the crucial role of trust in enhancing employee performance. Therefore, efforts are required to improve PT performance. Ace Hardware Indonesia, Tbk can be focused on developing these trust-related aspects.

4.2.5 Employee motivation significantly affects employee performance at PT. Ace Hardware Indonesia, Tbk

Hypothesis testing results reveal a significant influence ($0.048 < 0.05$) of motivation (Z_2) on Employee Performance (Y_1), driven by the significance of Intrinsic Motivation in forming the motivation variable and independence as a significant indicator in shaping performance. This confirms previous research asserting the significant impact of employee motivation on performance ([Kuswati, 2020](#)); ([Paais & Pattiruhu, 2020](#)). Intrinsic Motivation encompasses internal motivational factors such as personal satisfaction, interest, and a sense of achievement. High levels of Intrinsic Motivation provide an internal impetus for employees to perform tasks with enthusiasm and dedication, positively influencing Employee Performance, especially in terms of quality, effectiveness, and independence. Independence reflects employees' ability to work autonomously and take the initiative, positively affecting performance, particularly in terms of timeliness, effectiveness, and quality. The combination of Intrinsic Motivation and Independence positively influences Employee Performance, as high Intrinsic Motivation triggers increased independence in task execution. Intrinsic Motivation serves as a foundation for internal satisfaction and interest in work, contributing to enhanced independence in task execution, ultimately impacting overall Employee Performance at PT. Ace Hardware Indonesia, Tbk.

4.2.6 Employee Motivation Influences Employee Retention

The hypothesis testing results indicate that Employee Motivation significantly influences retention ($0.001 < 0.05$), highlighting that motivated employees are more likely to stay longer due to increased loyalty and commitment. High motivation fosters a work environment that promotes loyalty, satisfaction, and commitment. Enhancing employee motivation is an effective strategy for retaining talent and reducing turnover. This aligns with prior research emphasizing the impact of employee motivation on retention ([Park & Pierce, 2020](#)); ([Shah & Asad, 2018](#)); ([Yamin, 2020](#)); ([Yücel, 2021](#)). Increased motivation also positively affects workplace climate and productivity, as motivated employees actively contribute, initiate, and participate in achieving the company's goals. Achievement, job satisfaction, and recognition further drive commitment and loyalty, contributing to a strong retention environment.

Overall, employee motivation plays a crucial role in influencing retention, engagement, and overall performance, emphasizing the strategic importance of investing in motivational strategies within organizations. The hypothesis testing results additionally confirm that Motivation (Z_2) significantly acts as a mediator, influencing Trust (Z_1) on Performance (Y_1) and mediating the impact of Behavior Com LT (X) on Performance (Y_1). Trust (Z_1) and motivation (Z_2) also significantly mediated the influence of Behavior Com LT (X) on performance (Y_2). Furthermore, Trust (Z_1) significantly mediates the impact of Behavior Com LT (X) on performance (Y_1). Additionally, Motivation (Z_2) significantly acts as a mediator in mediating the influence of Trust (Z_1) on Retention (Y_2), and Motivation (Z_2) also serves as a mediator in mediating the impact of Behavior Com LT (X) on Retention (Y_2).

4.3 Implications for Companies

This study has significant implications for PT. Ace Hardware, TBK in enhancing leadership effectiveness and employee well-being. The findings on the positive impact of transformational leadership communication behavior on trust, motivation, retention, and employee performance emphasize the importance of reinforcing this leadership style through training and development. Management can focus on strategies to increase employee trust, which has been proven to influence motivation, performance, and retention. Activities such as open and transparent communication and fair policies can support trust building.

The discovery that transformational leadership communication behavior affects employee retention and motivation serves as the basis for developing relevant programs. Initiatives such as recognition of achievements, career development, and improvements in the work environment should be strengthened. Trust, as the foundation for creating a positive work environment, should be a focal point in a company's strategy. Considering the findings that motivation influences performance and retention, companies can design motivational programs that create an environment that supports employees in high-performance endeavors. Sustained efforts to improve leader-employee relationships, build trust, and create a motivating work environment are crucial. Regular reviews and policy updates can support continuous improvement, and by considering these implications, PT. Ace Hardware, TBK can take concrete steps to enhance employee well-being and overall organizational effectiveness.

5. Conclusions

5.1 Conclusion

This study presents significant findings regarding the relationship between transformational leadership communication behavior, trust, motivation, performance, and employee retention at PT. Ace Hardware, Tbk. The results underscore the importance of developing transformational communication skills at the leadership level, with trust as a key mediator of this relationship. Strengthening trust is the foundation for creating a positive work climate. Findings regarding the positive impact of motivation on performance and retention highlight the need for companies to create a motivating environment that meets employees' needs. Corporate strategies should focus on motivation programs to support high performance and maintain employee satisfaction and loyalty. The research implications provide in-depth insights into PT. Ace Hardware, Tbk in addressing challenges and designing context-appropriate organizational strategies. These conclusions emphasize the importance of ongoing efforts to improve the relationship between leaders and employees, build trust, and create a motivating work environment for employees. Periodic reviews and updates can support continuous improvement to enhance employee well-being and the company's competitiveness in an ever-evolving industry.

5.2 Limitations

This study is limited to a single organization within the Indonesian television industry, which may restrict the generalizability of the findings. Future studies should include cross-industry comparisons and longitudinal data.

5.3 Suggestions and Directions for Future Research

This study offers valuable suggestions for both companies and future research. Companies should consider implementing skill development and training programs to enhance employee job quality.

Career development, training opportunities, and succession plans can aid employees in planning and advancing their careers within the organization. Improving organizational communication transparency fosters openness. Regular meetings and open communication channels should be established to convey information clearly to employees. However, research focusing on factors influencing Employee Performance is limited to specific elements. Future researchers may enrich the model by incorporating additional variables contributing to performance enhancement, as the PLS Predict results of this study only predict at a moderate level.

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Author Contributions

DS conceptualized the study, designed the methodology, and supervised the research. CW contributed to data collection, analysis, and interpretation of the results and drafting of the manuscript. MLR reviewed the literature, provided critical revisions, and assisted in the final manuscript preparation. All the authors approved the final version of the manuscript.

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