

# The Influence of Employee Empowerment, Career Opportunities, and Job Satisfaction on Organizational Performance in Medium-Sized Companies in West Java

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## ABSTRACT

This study investigates the impact of employee empowerment, career opportunities, and job satisfaction on organizational performance in medium-sized companies in West Java. A quantitative approach was employed, with data collected from 350 respondents using a Likert scale (1-5) and analyzed through Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings reveal that employee empowerment and career opportunities significantly and positively influence organizational performance. Job satisfaction also mediates these relationships, amplifying their effects. The study underscores the importance of fostering empowerment, providing structured career development opportunities, and enhancing job satisfaction to achieve superior organizational outcomes. Practical implications suggest that medium-sized companies should adopt employee-centric strategies to enhance performance and maintain competitiveness.

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## 1. INTORUDCTION AND BACKGROUND RESEARCH

In today's competitive business environment, organizational performance is a critical factor for achieving sustainability and growth. Medium-sized companies in West Java face unique challenges due to dynamic market conditions, technological advancements, and the need to attract and retain talent. To address these challenges, organizations must implement strategies that enhance employee engagement and optimize their workforce potential. Employee empowerment, career development opportunities, and job satisfaction have emerged as pivotal factors influencing

organizational performance in various sectors. In the context of West Java's business landscape, companies must focus on engagement, empowerment, and job satisfaction to remain competitive and sustainable. Strategic Human Resource Management (SHRM) practices, talent management initiatives, and a supportive work environment are essential in overcoming these challenges. These elements not only improve employee motivation and retention but also drive superior organizational outcomes.

SHRM practices—such as continuous learning opportunities and performance feedback mechanisms—significantly enhance employee engagement and organizational

performance. Engaged employees demonstrate higher productivity and creativity, contributing to competitive advantage [1]. Aligning HR practices with organizational goals further optimizes talent management and reinforces engagement, leading to a sustainable competitive edge [2]. Effective talent management positively impacts employee retention and engagement, though engagement alone does not significantly influence retention, emphasizing the need for direct talent management strategies [3]. Companies must therefore prioritize talent acquisition, development, and retention processes to foster stronger performance outcomes [2]. Furthermore, employee empowerment and a positive work environment play a critical role in enhancing job satisfaction and organizational performance. Although work-related stress indirectly affects performance through job satisfaction, managing stress remains crucial to sustaining high levels of productivity [4]. Empowerment and satisfaction are thus central to unlocking workforce potential and achieving improved organizational outcomes [4].

Employee empowerment involves granting employees the autonomy to make decisions, solve problems, and take initiative within their roles. This autonomy fosters a sense of ownership and accountability, ultimately boosting productivity and encouraging innovation [5], [6]. It also includes providing access to managerial insights and continuous skill development, enabling employees to make well-informed decisions [7]. Empowered employees tend to exhibit higher levels of engagement, motivation, and job satisfaction, which translates into stronger retention rates [6], [8]. Alongside empowerment, clear career development opportunities play a pivotal role in attracting and retaining skilled talent. They provide employees with a roadmap for professional growth and instill a sense of direction and purpose [9]. Career development is positively associated with job satisfaction and organizational commitment and can be leveraged by medium-sized companies to enhance loyalty and reduce

turnover [8], [9]. Furthermore, job satisfaction—closely linked to empowerment and autonomy—directly influences motivation and long-term commitment, while also reducing emotional exhaustion and enhancing job tenure [8], [9].

In the increasingly competitive business landscape of West Java, employee empowerment and career development have become strategic imperatives for medium-sized companies. These companies must optimize human resources not only to adapt to dynamic market conditions but also to sustain their competitive edge. Empowerment fosters innovation and accountability, while structured career paths attract and retain high-quality talent. Both factors are essential to elevate organizational performance, particularly within the resource-limited environment typical of medium-sized enterprises. Job satisfaction plays a mediating role, bridging empowerment and long-term employee commitment. A supportive organizational culture that emphasizes trust and communication is essential for maximizing the benefits of empowerment and career growth initiatives [9]. Given the rapid changes in market dynamics and technological advancement, the urgency for medium-sized companies to implement these strategies is paramount. Failing to do so risks not only employee disengagement and turnover but also diminished organizational competitiveness and growth potential.

Despite the recognized importance of human resource practices in enhancing organizational performance, many medium-sized companies in West Java struggle to implement effective strategies that empower employees, provide robust career opportunities, and foster job satisfaction. These organizations often lack the necessary frameworks to integrate these elements into their strategic and operational processes, leading to risks such as high employee turnover, reduced productivity, and loss of competitive advantage. Moreover, the absence of empirical evidence regarding the combined influence of employee empowerment, career opportunities, and job

satisfaction further hinders the formulation of effective, targeted HR strategies. This study addresses these gaps by exploring how these three factors collectively impact organizational performance, with the aim of providing actionable insights for business leaders and policymakers in the region. Specifically, the study seeks to answer the following research questions: (1) To what extent does employee empowerment influence organizational performance? (2) How do career opportunities contribute to organizational performance? and (3) What is the role of job satisfaction in mediating the relationships between employee empowerment, career opportunities, and organizational performance?

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1 *Employee Empowerment*

Employee empowerment, particularly psychological empowerment, plays a crucial role in enhancing organizational performance by fostering motivation, engagement, and productivity among employees. Psychological empowerment comprises four key dimensions—meaning, competence, self-determination, and impact—that collectively boost intrinsic motivation and job satisfaction. Employees find their work meaningful when it aligns with their personal values and ideals, enhancing their motivation and satisfaction [10], [11]. Competence refers to employees' confidence in their skills to perform tasks effectively, thereby improving job performance [11]. Self-determination allows employees the autonomy to regulate their actions and make decisions, promoting a proactive and engaged work environment [11]. Impact reflects the extent to which employees believe their efforts make a significant difference, which fosters commitment and higher engagement [11]. Empowerment practices, therefore, significantly enhance organizational outcomes by improving job satisfaction, organizational commitment, and overall

effectiveness through intrinsic motivation [10], [12]. Empowered employees tend to be more proactive and innovative, leading to improved decision-making and problem-solving capabilities [5], [7]. Case studies from companies such as Tata Consultancy Services and Infosys further illustrate the positive effects of empowerment on corporate productivity and innovation [5].

### 2.2 *Career Opportunities*

Career opportunities within organizations are pivotal for fostering employee motivation, satisfaction, and retention, as they align individual aspirations with organizational goals through avenues such as promotions, skill enhancement programs, and mentorship initiatives. Research consistently demonstrates that career development has a significant positive impact on job satisfaction and organizational performance, making it a strategic priority for organizations aiming to attract and retain top talent. Professional development initiatives—such as on-the-job training and mentorship—enhance both technical and soft skills, directly contributing to improved job satisfaction and reduced turnover intentions [13], [14]. Moreover, career growth opportunities, when combined with trust in leadership, foster stronger organizational commitment, a key factor in minimizing employee turnover, as seen in contexts like accounting firms [15], [16]. Structured career development programs not only motivate employees but also build long-term loyalty and engagement. Additionally, training plays a critical role in boosting employee performance, with effective career development strategies significantly enhancing motivation and commitment, ultimately leading to better organizational outcomes [16].

### 2.3 *Job Satisfaction*

Job satisfaction is a multifaceted concept that plays a critical role in enhancing organizational performance

and promoting employee well-being. It includes both intrinsic factors—such as meaningful and fulfilling work—and extrinsic factors like compensation, work conditions, and job security. According to Herzberg's Two-Factor Theory, these factors are divided into hygiene factors and motivators, underscoring the importance of a balanced approach to fostering satisfaction. Research confirms that job satisfaction strongly predicts productivity, innovation, and employee retention. Motivation and satisfaction are closely intertwined, as motivated employees tend to report higher satisfaction levels, and this mutual reinforcement positively influences organizational outcomes [17]. Elements such as organizational culture, leadership style, and the presence of intrinsic and extrinsic motivators further shape these dynamics [17]. Key determinants of job satisfaction include effective human resource practices, healthy employee relations, and a supportive work environment [18]. Employees are most satisfied when their roles align with personal interests and skills and when they receive recognition and opportunities for growth [19]. High job satisfaction reduces stress, enhances performance, lowers turnover rates, and cultivates a positive workplace culture that contributes to long-term organizational success [17], [20].

## 2.4 Organizational Performance

The Resource-Based View (RBV) of the firm emphasizes human resources as a key driver of sustainable competitive advantage, asserting that effective human resource management (HRM) practices are critical to enhancing organizational performance. This view is reinforced by numerous studies showing that strategic HRM (SHRM) positively impacts both financial and non-financial outcomes. SHRM creates alignment between business strategy and HR strategy, fostering firm-specific competencies that support competitive advantage and improved operational

results [21]. When integrated with organizational strategy through tools such as the Balanced Scorecard, HRM initiatives become even more effective by aligning employee development and engagement with broader business goals. Empirical evidence suggests that HRM practices—such as employee recognition, motivation programs, and continuous training—can boost labor productivity by 15%, job satisfaction by 20%, and reduce turnover by 10%, while also increasing company profits by 15% and lowering personnel costs by 10% [22]. The RBV further posits that competitive advantage is derived from resource heterogeneity and immobility, and HRM can leverage these principles by developing unique internal capabilities through skilled and committed employees [23]. Thus, HRM not only supports operational efficiency but also plays a foundational role in crafting strategic advantages rooted in human capital.

## 2.5 Theoretical Framework

This study is grounded in two key theories: the Job Characteristics Model (Hackman & Oldham, 1976) and Social Exchange Theory (Blau, 1964). The Job Characteristics Model highlights the role of meaningful work, autonomy, and feedback in influencing employee outcomes, including satisfaction and performance. Social Exchange Theory suggests that employees reciprocate favorable treatment, such as career opportunities and empowerment, with higher commitment and productivity. Based on the reviewed literature, the following hypotheses are proposed:

H1: Employee empowerment has a significant positive effect on organizational performance.

H2: Career opportunities have a significant positive effect on organizational performance.

H3: Job satisfaction mediates the relationship between employee empowerment and organizational performance.

H4: Job satisfaction mediates the relationship between career opportunities and organizational performance.

### 3. METHODOLOGY AND DESIGN

This study adopts a cross-sectional survey design to gather data from employees of medium-sized companies across various industries in West Java, aiming to explore variable relationships at a specific point in

time. A total of 350 respondents were selected based on Krejcie and Morgan's (1970) sample size formula to ensure sufficient statistical validity. Stratified random sampling was used to capture representation across sectors, job positions, and organizational levels. Data were collected through both online and offline structured questionnaires, with items rated on a 5-point Likert scale. A pilot test with 30 participants confirmed the instrument's reliability, with all constructs showing Cronbach's alpha values above 0.7, indicating strong internal consistency.

Table 1. Operationalization Variable

Variable	Operational Definition	Indicators	Source
Employee Empowerment	The extent to which employees are granted autonomy, competence, and authority to make decisions and act independently within their roles.	- Autonomy - Competence - Decision-making authority	[12], [24], [25]
Career Opportunities	Employees' perceptions of the availability of career development within the organization, including promotion, skill development, and mentorship.	- Promotion potential - Skill development - Mentorship availability	[26], [27]
Job Satisfaction	The degree of positive feelings or attitudes individuals have toward their jobs, covering both intrinsic and extrinsic aspects.	- Intrinsic satisfaction - Extrinsic satisfaction	[28], [29], [30]
Organizational Performance	The effectiveness and efficiency of an organization in achieving its objectives, assessed through employee productivity, innovation, and outcomes.	- Employee productivity - Innovation - Overall organizational outcomes	[31], [32], [33]

Source: Author's (2025)

The data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS) via SmartPLS 3, following a two-stage process (Sarstedt et al., 2022). First, the measurement model was assessed for reliability and validity through Cronbach's alpha, Composite Reliability (CR), Average Variance Extracted (AVE), and the Fornell-Larcker criterion. Next, the structural model was tested to examine the hypothesized relationships using path coefficients and a bootstrapping method with

5,000 subsamples to evaluate significance. Model fit was also assessed using the Standardized Root Mean Square Residual (SRMR) to confirm overall adequacy.

## 4. RESULTS AND DISCUSSION

### 4.1 Demographic Characteristics

The demographic characteristics of the respondents provide a comprehensive understanding of the sample profile. The details are summarized below:

Table 2. Demographic Characteristics of Respondent

Gender	Frequency	%	Education Level	Frequency	%
Male	203	58.0%	Diploma	112	32.0%
Female	147	42.0%	Bachelor's Degree	189	54.0%
			Master's Degree	49	14.0%

  

Age	Frequency	%	Job Role	Frequency	%
18–25 years	56	16.0%	Operational Staff	122	35.0%

26–35 years	123	35.0%	Mid-Level Manager	140	40.0%
36–45 years	111	31.7%	Senior Manager	88	25.0%
46 years and above	60	17.3%	Work Experience	Frequency	%
			Less than 5 years	67	19.0%
			5–10 years	138	39.4%
			11–15 years	107	30.6%
			More than 15 years	38	10.9%

Source: Author's (2025)

The demographic profile of the sample, as shown in Table 2, reveals that the majority of respondents are male (58%), while females constitute 42%, reflecting the typical gender distribution in medium-sized companies. In terms of age, the largest proportion falls within the 26–35 years range (35%), followed closely by the 36–45 years group (31.7%), indicating a relatively young and active workforce. Educationally, most respondents hold a bachelor's degree (54%), suggesting that the sample is highly educated. Regarding job roles, mid-level managers make up the largest group (40%), followed by operational staff (35%). Additionally, approximately 70% of the respondents have between 5 and 15 years of work experience, representing a balanced mix of early- and mid-career professionals.

#### 4.2 Measurement Model Evaluation

##### a. Internal Consistency Reliability

Internal consistency was confirmed through Cronbach's Alpha and Composite Reliability (CR), with all constructs exceeding the 0.70 threshold, indicating strong reliability. Employee Empowerment scored 0.878 (Alpha) and 0.892 (CR); Career Opportunities 0.853 and 0.884;

Job Satisfaction 0.885 and 0.906; and Organizational Performance 0.868 and 0.892. These values demonstrate consistent and reliable measurement across all constructs.

##### b. Convergent Validity

Convergent validity was assessed using the Average Variance Extracted (AVE), with all constructs demonstrating AVE values above the minimum threshold of 0.50, indicating that each construct captures sufficient variance from its indicators. Specifically, the AVE for Employee Empowerment was 0.642, Career Opportunities 0.626, Job Satisfaction 0.669, and Organizational Performance 0.632, confirming adequate convergent validity for all constructs within the measurement model. Furthermore, indicator loadings were examined to assess the strength of association between each item and its respective construct. A loading value of 0.70 or higher is generally considered acceptable, and all indicators in this study met or exceeded this criterion, further supporting the robustness of the measurement model.

Table 3. Measurement Model

Construct	Questionnaire Statement	Indicator	Loading Factor
Employee Empowerment	I have the authority to make decisions in my job.	EE1	0.782
	I feel competent in effectively carrying out my job tasks.	EE2	0.825
	I am given opportunities to develop my skills and abilities.	EE3	0.765
	My opinions and suggestions are considered in organizational decision-making.	EE4	0.818
	I see opportunities for promotion in my workplace.	CO1	0.740

Construct	Questionnaire Statement	Indicator	Loading Factor
Career Opportunities	The organization provides training for developing my skills.	CO2	0.792
	I have access to mentoring or career coaching programs.	CO3	0.804
	The organization supports my career development.	CO4	0.777
Job Satisfaction	I am satisfied with my job overall.	JS1	0.839
	I find my job meaningful and aligned with my personal values.	JS2	0.852
	I am satisfied with my working conditions and environment.	JS3	0.814
	I receive appropriate recognition and rewards for the work I do.	JS4	0.788
Organizational Performance	My performance contributes positively to organizational goals.	OP1	0.790
	I feel the organization is innovative in its operations.	OP2	0.843
	The organization is able to meet its targets and objectives.	OP3	0.821
	Work productivity in this organization is high.	OP4	0.801

Source: Author's (2025)

The measurement model showed strong reliability and validity, with all indicator loadings above 0.70. This confirms that the constructs and indicators are robust and appropriate for structural analysis.

#### b. Discriminant Validity

Discriminant validity, which confirms that each construct measures a distinct concept, was

evaluated using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. According to the Fornell-Larcker approach, validity is supported when a construct's square root of Average Variance Extracted (AVE) exceeds its correlations with other constructs, indicating clear distinction among the measured variables.

Table 4. Fornerr Lacker

Construct	Employee Empowerment	Career Opportunities	Job Satisfaction	Organizational Performance
Employee Empowerment	0.802			
Career Opportunities	0.565	0.792		
Job Satisfaction	0.487	0.508	0.816	
Organizational Performance	0.522	0.496	0.583	0.798

Source: Author's (2025)

Diagonal values (bolded) are the square roots of AVE, while off-diagonal values are correlations between constructs. The HTMT ratio

is another criterion for assessing discriminant validity. HTMT values should be below 0.85 for constructs to be considered distinct.

Table 5. HTMT

Construct Pair	HTMT Value
Employee Empowerment - Career Opportunities	0.675
Employee Empowerment - Job Satisfaction	0.582
Employee Empowerment - Organizational Performance	0.637

Construct Pair	HTMT Value
Career Opportunities - Job Satisfaction	0.612
Career Opportunities - Organizational Performance	0.574
Job Satisfaction - Organizational Performance	0.729

Source: Author's (2025)

#### 4.3 Structural Model Evaluation

The direct effects of the independent variables on the dependent variable were tested using path coefficients, t-statistics, and p-values. Results are summarized below:

#### 4.3.2 Indirect Effects

The indirect effects were tested to examine the mediating role of job satisfaction between the independent variables and organizational performance.

Table 6. Direct and Indirect

Direct Effects				
Path	Original Sample ( $\beta$ )	T-Statistic	P-Value	Significance
Employee Empowerment $\rightarrow$ Organizational Performance	0.436	7.122	< 0.001	Significant
Career Opportunities $\rightarrow$ Organizational Performance	0.372	6.453	< 0.001	Significant
Job Satisfaction $\rightarrow$ Organizational Performance	0.487	8.257	< 0.001	Significant
Indirect Effects				
Path	Indirect Effect ( $\beta$ )	T-Statistic	P-Value	Significance
Employee Empowerment $\rightarrow$ Job Satisfaction $\rightarrow$ Organizational Performance	0.212	5.143	< 0.001	Significant
Career Opportunities $\rightarrow$ Job Satisfaction $\rightarrow$ Organizational Performance	0.186	4.871	< 0.001	Significant

Source: Author's (2025)

The analysis of direct effects reveals that all hypothesized paths between independent variables and organizational performance are statistically significant. Employee Empowerment has a positive and significant direct effect on Organizational Performance ( $\beta = 0.436$ ,  $T = 7.122$ ,  $p < 0.001$ ), indicating that greater autonomy and decision-making authority among employees contribute meaningfully to organizational outcomes. Similarly, Career Opportunities positively influence Organizational Performance ( $\beta = 0.372$ ,  $T = 6.453$ ,  $p < 0.001$ ), suggesting that clear pathways for professional growth enhance organizational success. Job Satisfaction emerges as the strongest direct predictor ( $\beta = 0.487$ ,  $T = 8.257$ ,  $p < 0.001$ ), highlighting its central role in

driving productivity and effectiveness. The study also found significant indirect effects, where Job Satisfaction serves as a mediator. Employee Empowerment indirectly affects Organizational Performance through Job Satisfaction ( $\beta = 0.212$ ,  $T = 5.143$ ,  $p < 0.001$ ), emphasizing that empowerment enhances satisfaction, which in turn boosts performance. Likewise, Career Opportunities also exhibit a significant indirect impact via Job Satisfaction ( $\beta = 0.186$ ,  $T = 4.871$ ,  $p < 0.001$ ), indicating that when employees perceive growth opportunities, their satisfaction increases, leading to better organizational outcomes. These findings underscore the critical role of job satisfaction as both a direct contributor and a mediating variable in the



relationship between HR practices and organizational performance.

#### 4.4 Model Fit

Model fit was evaluated using several key indicators, including the Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), and R-squared ( $R^2$ ) values, all of which suggest a well-fitting model. The SRMR value was 0.062, which is below the acceptable threshold of 0.08, indicating a good fit between the model and the observed data. The NFI was recorded at 0.92, exceeding the recommended minimum of 0.90, further supporting the model's adequacy. Regarding explanatory power, the  $R^2$  value for Job Satisfaction was 0.48, indicating that 48% of its variance is explained by Employee Empowerment and Career Opportunities. Meanwhile, the  $R^2$  for Organizational Performance was 0.62, meaning that 62% of its variance is accounted for by Employee Empowerment, Career Opportunities, and Job Satisfaction. These results collectively demonstrate that the model has a strong overall fit and substantial explanatory power for the key constructs.

#### 4.5 Discussion

The findings of this study shed light on the relationships between employee empowerment, career opportunities, job satisfaction, and organizational performance in medium-sized companies in West Java. The study confirms that employee empowerment significantly and positively influences organizational performance. This result aligns with previous studies, such as those by Bowen and Lawler [24], [25], which emphasize that empowerment enhances employees' sense of ownership and autonomy, leading to increased innovation and productivity. Empowered employees are more likely to engage in proactive behaviors and contribute to organizational goals effectively. For medium-sized companies, empowering employees through clear delegation, access to decision-making, and recognition can drive operational

efficiency and improve overall performance.

Career opportunities also demonstrate a significant positive effect on organizational performance. This finding corroborates research by [26], [34], [35], which highlights the importance of structured career paths in retaining skilled employees and fostering loyalty. Organizations that provide training, mentorship, and promotion opportunities create an environment conducive to long-term employee commitment. For medium-sized companies in West Java, where resource constraints may limit external recruitment, investing in career development programs is essential for nurturing internal talent and sustaining competitive advantage. By aligning employee aspirations with organizational goals, career opportunities serve as a strategic tool for enhancing workforce stability and performance.

Job satisfaction emerged as a key mediator, strengthening the relationships between employee empowerment, career opportunities, and organizational performance. The study found significant indirect effects for both paths: Employee Empowerment → Job Satisfaction → Organizational Performance and Career Opportunities → Job Satisfaction → Organizational Performance. These findings are consistent with Herzberg's Two-Factor Theory, which posits that both intrinsic factors (e.g., empowerment) and extrinsic factors (e.g., career advancement) are vital for achieving job satisfaction. Higher satisfaction leads to increased motivation, lower turnover intentions, and better organizational outcomes [28], [36]. This study contributes to the literature by integrating the Resource-Based View (RBV) of the firm with Herzberg's Two-Factor Theory and Social Exchange Theory, providing empirical evidence that strategic HR practices—particularly employee empowerment and career development—enhance performance through the

mediating effect of job satisfaction. This integrated approach enriches the understanding of how internal resources and employee-centered strategies contribute to sustained organizational success.

#### 4.6 Practical Implications

The findings of this study have important practical implications for medium-sized companies, particularly in enhancing organizational performance through strategic human resource practices. First, management should foster empowerment by implementing policies that involve employees in decision-making and grant autonomy in task execution, thereby increasing engagement and innovation. Second, investing in career development is essential; organizations should provide clear career pathways, regular training, and mentorship programs to improve employee retention and performance. Third, enhancing job satisfaction requires a balanced approach that considers both intrinsic and extrinsic factors—ensuring that employees find their roles meaningful while also receiving competitive compensation and recognition. By aligning these strategies with overall organizational goals, medium-sized companies can build a motivated, loyal workforce and achieve sustained performance improvements.

#### 4.7 Limitations and Future Research

While the study provides valuable insights, it is not without limitations. The cross-sectional design limits the ability to infer causality, and the findings are specific to medium-sized companies in West Java, potentially limiting generalizability. Future research could employ longitudinal designs and

explore additional mediators or moderators, such as organizational culture or leadership style, to provide a more nuanced understanding of these relationships.

### 5. CONCLUSION

This study demonstrates that employee empowerment, career opportunities, and job satisfaction are critical determinants of organizational performance in medium-sized companies in West Java. Empowerment fosters autonomy, innovation, and a sense of ownership among employees, while career opportunities offer a structured path for professional development, aligning individual aspirations with organizational goals. Job satisfaction serves as a key mediating factor, amplifying the positive effects of both empowerment and career growth on performance outcomes. These findings offer practical insights for managers and policymakers, highlighting the importance of implementing targeted strategies to empower employees, develop career advancement pathways, and enhance overall job satisfaction. By adopting such approaches, organizations can achieve sustainable performance improvements while maintaining a motivated and committed workforce. Future research is encouraged to examine additional variables—such as leadership styles or organizational culture—to deepen the understanding of performance drivers, and to broaden the study's generalizability by including diverse regions or industry sectors. Overall, this research contributes valuable empirical evidence and theoretical integration on how human resource practices influence organizational success.

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