JIRK
Journal of Innovation Research and Knowledge
Vol.6, No.6, Nopember 2026
https://doi.org/10.53625/jirk.v6i6.13341

Work–Life Balance, Career Advancement, and Work Pressure as Determinants of Employees Performance

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Received: 01/10/2026 | Accepted: 03/11/2026 | Publication: 05/11/2026

Abstract: *This study aims to investigate the effects of work–life balance, career advancement, and work-related pressures on Employees Performance. Specifically, the study examines whether these three factors significantly contribute to productivity within the organizational context of Aviation Industries in Indonesia. This study employed a quantitative research approach to analyze the relationships between three exogenous variables—work–life balance, career development, and work-related stress—and Employees Performance as the endogenous variable. The research population comprised employees of Aviation Industries. The sample size was determined using Slovin's formula, followed by a simple random sampling technique. A total of 405 respondents participated in the study, with 400 respondents ultimately included in the analysis. Primary data were collected through structured questionnaires distributed directly to the respondents. The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.2. The demographic findings indicate that female employees constituted the majority of the respondents. The empirical results demonstrate that work–life balance has a positive and significant effect on Employees Performance, with a path coefficient of 0.351. Career development also exhibits a positive and significant relationship with productivity, with a coefficient of 0.309. Similarly, work-related stress shows a positive and significant effect on productivity, with a coefficient of 0.294. These findings suggest that improvements in work–life balance and career development, as well as the effective management of work-related stress, are associated with higher levels of Employees Performance.*

Keywords: *Work–Life Balance; Career Advancement; Work-Related Pressures; Employees Performance*

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How to Cite: Indiarti, L. (2026). Work–life balance, career advancement, and work pressure as determinants of employees performance. *Journal of Innovation Research and Knowledge, 6*(6), 3445–3460. https://doi.org/10.53625/jirk.v6i6.13341

INTRODUCTION

In the contemporary era of globalization, the business environment has become increasingly competitive as organizations respond to rapid changes in the global economy. Competition is evident across multiple dimensions, including production, marketing, human resource management, and business transactions involving organizations, customers, and other corporate stakeholders. Under these circumstances, organizations are required to establish

and achieve specific performance targets within predetermined timeframes, placing greater demands on employees to maintain organizational effectiveness and competitiveness.

The increasing complexity of the business environment has also intensified the demands placed on human resources. Employees who lack the capacity to adapt to rapidly changing organizational and global requirements may perceive their jobs primarily as burdens or unavoidable obligations rather than as meaningful professional activities. Such conditions can reduce employees' sense of purpose and weaken their connection with their work, potentially undermining their motivation and productivity. Therefore, organizations need to develop human resource practices that enable employees to meet performance expectations while simultaneously maintaining their personal well-being (Faeni et al., 2021).

In this context, work–life balance has become an increasingly important issue in contemporary human resource management. Work–life balance refers to an employee's ability to effectively manage professional responsibilities alongside personal and family commitments. A supportive balance between these domains can contribute to employee well-being and create favorable conditions for sustained productivity. Recent empirical evidence indicates that work–life balance is closely associated with Employees Performance and organizational outcomes, although its effects may vary according to organizational and individual circumstances (Marecki, 2024; William, 2024). Research conducted among Indonesian employees likewise demonstrates that work–life balance is an important factor in understanding employee-related outcomes, although its relationship with performance may operate through intervening mechanisms such as employee engagement and job satisfaction (Sutanto et al., 2024).

1.1 Research Objective and Theoretical Background

The primary objective of this study is to examine the relationships among work–life balance, work-related stress, career development, and Employees Performance. More specifically, the study seeks to determine the extent to which these three independent variables influence Employees Performance and to assess the statistical significance and direction of their respective relationships. Understanding these relationships is particularly important because Employees Performance is not determined solely by organizational demands but is also shaped by employees' ability to manage professional responsibilities, career aspirations, and work-related pressures.

Work–life balance represents an employee's capacity to effectively coordinate work responsibilities with personal and family-related commitments. Employees who perceive a satisfactory balance between these domains are more likely to experience positive psychological conditions and maintain favorable attitudes toward their work. Recent empirical research has demonstrated that work–life balance can contribute to Employees Performance and well-being by enabling employees to manage competing demands more effectively (Marecki, 2024). However, the relationship is not necessarily direct in every organizational context. For example, evidence from Indonesian employees indicates that work–life balance may influence performance through mechanisms such as employee engagement and job satisfaction, suggesting that the organizational context and intervening

factors should also be considered (Sutanto et al., 2024). Similarly, research among Indonesian government employees found that the contribution of work–life balance to productivity may operate indirectly through job satisfaction (Rahajeng & Handayani, 2022).

Beyond work–life balance, career development represents another strategic mechanism through which organizations can enhance Employees Performance. Well-structured career development systems provide employees with opportunities to acquire competencies, expand professional capabilities, and pursue meaningful career progression. Such opportunities can strengthen employees' perceptions that their contributions and future career prospects are valued by the organization. A recent meta-analysis by Ng et al. (2024) demonstrates that employer-sponsored career development practices are systematically associated with important employee outcomes, including performance and turnover-related outcomes. These findings emphasize that organizational investment in employee career development can serve as an important human resource management strategy.

Empirical evidence further supports the relationship between career development and employee performance. Karunia et al. (2023), for example, found that career development significantly contributes to employee performance and can function as an important mechanism linking organizational practices with employee outcomes. Similarly, recent research has identified career development as a significant factor associated with Employees Performance, reinforcing the importance of providing employees with structured opportunities for professional growth.

Work-related stress constitutes another important factor that may shape Employees Performance. Excessive occupational demands, insufficient control over work responsibilities, and persistent workplace pressure can influence employees' psychological and behavioral responses. When work pressure exceeds employees' available resources, it may interfere with their ability to maintain consistent performance and productivity. Conversely, manageable levels of work pressure may not necessarily produce adverse outcomes and may, under particular circumstances, encourage employees to maintain focus and achieve organizational targets. Therefore, the relationship between work-related stress and productivity should be examined empirically rather than assumed to be uniformly negative.

Recent research examining work–life balance, superior pressure, and Employees Performance demonstrates the continuing relevance of workplace pressure in explaining variations in Employees Performance (Suseno & Saifudin, 2024). In addition, research on work–life balance, work environment, and job stress indicates that stress can play an important role in the relationship between workplace conditions and Employees Performance (Purwanto & Pratiwi, 2024). These findings suggest that organizations need to manage work demands carefully while simultaneously providing employees with adequate resources and supportive working conditions.

Taken together, work–life balance, career development, and work-related stress represent interconnected dimensions of contemporary human resource management. Work–life balance addresses employees' capacity to reconcile professional and personal demands,

career development reflects organizational support for employees' long-term professional growth, while work-related stress captures the pressures employees encounter in fulfilling their responsibilities. Examining these three variables simultaneously provides a more comprehensive understanding of the factors associated with Employees Performance. Accordingly, this study proposes that work–life balance, career development, and work-related stress are important organizational factors that warrant empirical investigation in explaining differences in Employees Performance.

1.2 Work-Related Stress and Employees Performance

Another important factor associated with Employees Performance is work-related stress. Job stress can be understood as a psychological and physiological response that emerges when employees perceive that workplace demands exceed their available resources or capacity to cope. Prolonged exposure to excessive work demands may affect employees' cognitive functioning, emotional well-being, and physical condition, ultimately influencing their ability to perform effectively. Recent research indicates that job stress can significantly affect employee performance, particularly when employees face demanding work conditions without adequate organizational support (Mohd-Shamsudin et al., 2024). Excessive occupational pressure may also contribute to emotional exhaustion and reduced motivation, which can subsequently undermine Employees Performance (Al-Hawari et al., 2024).

Work-related stress may arise from various organizational conditions, including excessive workloads, unclear responsibilities, insufficient autonomy, time pressure, and inadequate supervisory or social support. When these demands persist over an extended period, employees may experience difficulty maintaining concentration, motivation, and consistent performance. Research on workplace stress has shown that organizational and supervisory support can mitigate the negative consequences of job-related pressure by reducing employees' stress levels and protecting their well-being (Liu et al., 2024). Consequently, managing work stress should be regarded not merely as an employee-level responsibility but also as an important organizational and human resource management issue.

Organizations therefore need to implement systematic strategies to prevent excessive work-related stress and maintain a healthy working environment. Such strategies may include improving organizational climate, clarifying employees' roles and responsibilities, providing adequate opportunities for physical and psychological recovery, strengthening employee participation in decision-making, and increasing supervisory and social support. Flexible work arrangements may also serve as an important resource for employees in managing competing demands. Recent evidence indicates that resources such as work autonomy, flexible working arrangements, and time-saving practices can facilitate employees' ability to maintain work–life balance and manage workplace demands more effectively (Pensar & Rousi, 2023). Similarly, supervisor support for work–nonwork balance has been found to contribute to employees' perceived effectiveness and job performance (Hildenbrand et al., 2024).

Employees Performance represents an important indicator of organizational effectiveness because organizational objectives can only be achieved when employees are able to

transform available resources into valuable outputs efficiently. In general, productivity reflects the relationship between inputs and outputs, whereby employees are considered productive when they can accomplish assigned tasks effectively within the expected timeframe and with an appropriate allocation of organizational resources. From this perspective, productivity is not solely determined by employees' individual capabilities but is also influenced by the organizational conditions in which work is performed. Recent empirical evidence demonstrates that workplace conditions, employee well-being, and work-related psychological factors can contribute to differences in employee performance and productivity (Hildenbrand et al., 2024; Mohd-Shamsudin et al., 2024).

Accordingly, effective management of work–life balance, career development, and work-related stress is strategically important for organizations seeking to sustain Employees Performance and achieve predetermined performance targets. Work–life balance can provide employees with the resources necessary to manage professional and personal responsibilities, while structured career development can strengthen employees' capabilities and perceptions of organizational support. At the same time, appropriate management of work-related stress can help prevent excessive psychological and physical demands from undermining employee performance. These three dimensions should therefore be considered collectively when examining the determinants of Employees Performance.

RESEARCH METHODOLOGY

2.1 Research Design and Data Collection

This study employed a quantitative research design to examine the relationships among work–life balance, career development, work-related stress, and Employees Performance. Primary data were collected through an online questionnaire and supplementary interviews with selected respondents. The questionnaire was administered electronically using Google Forms.

The quantitative approach was selected because the study aimed to empirically examine the relationships between the proposed constructs and determine the extent to which the three exogenous variables influence Employees Performance. The research model comprised three exogenous variables, namely work–life balance (X_1), career advancement (X_2), and work-related pressures (X_3), and one endogenous variable, namely Employees Performance (Y).

2.2 Population and Sample

The population consisted of employees working at the Aviation Industry. A probability sampling approach was adopted using simple random sampling, allowing members of the target population to have an equal opportunity to be selected as research participants.

Based on the sampling procedure, 405 employees were included in the final sample. The respondents constituted the primary source of empirical data for the study. The use of employees as the unit of analysis was appropriate because the variables examined in this study—work–life balance, career advancement, work-related pressures, and productivity—

reflect employees' perceptions and experiences within the organizational environment.

2.3 Research Variables

The study examined four principal constructs. The exogenous variables were:

1. Work–Life Balance (X_1) – employees' perceived ability to manage and coordinate work responsibilities with personal and non-work activities.
2. Career Advancement (X_2) – employees' perceptions of opportunities and organizational support for developing their competencies and achieving career advancement.
3. Work-Related Pressures (X_3) – employees' perceptions of psychological pressure arising from job demands and working conditions.

The endogenous variable was:

4. Employees Performance (Y) – the extent to which employees are able to accomplish assigned responsibilities effectively and efficiently in accordance with predetermined organizational targets.

2.4 Research Instrument

Data were collected using a structured questionnaire designed to measure the four research constructs. The questionnaire was distributed electronically through Google Forms. In addition to the questionnaire, interviews were conducted through Zoom to obtain supplementary information concerning respondents' experiences and perceptions during the research period.

The questionnaire items were measured using a Likert-type scale. The instrument was subjected to measurement-model to establish the validity and reliability of the constructs before proceeding to hypothesis testing.

2.5 Data Analysis

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.2. PLS-SEM was selected because the research objective was to assess the relationships between multiple latent variables and evaluate both the measurement and structural models.

The data analysis consisted of several sequential stages. First, the measurement model (outer model) was evaluated to establish the validity and reliability of the research instruments. The research included convergent validity, discriminant validity, and construct reliability. Where applicable, indicator loadings, Average Variance Extracted (AVE), composite reliability, and related criteria were examined.

Second, the study assessed the structural model (inner model) to determine the explanatory and predictive relationships among the constructs. The evaluation included the coefficient of determination (R^2), path coefficients, and relevant model-quality measures. The structural model was subsequently used to examine the proposed relationships between work–life balance, career development, work-related stress, and Employees Performance.

JIRK
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Vol.6, No.6, Nopember 2026
https://doi.org/10.53625/jirk.v6i6.13341

Third, bootstrapping procedures were employed to determine the statistical significance of the estimated path coefficients. Hypothesis testing was based on the resulting path coefficients, t-statistics, and p-values. A relationship was considered statistically significant when the corresponding p-value met the predetermined significance criterion of 0.05.

2.6 Measurement Model Researchs

The measurement model was evaluated to determine whether the indicators adequately represented their respective latent constructs. Convergent validity was assessed by examining indicator loadings and the Average Variance Extracted (AVE). Internal consistency reliability was evaluated using composite reliability and Cronbach's alpha. Discriminant validity was assessed to ensure that each construct was empirically distinguishable from the other constructs included in the research model.

Indicators that did not meet the established measurement criteria were considered for removal only when their exclusion improved the overall quality of the measurement model and remained theoretically justifiable. This procedure was undertaken to ensure that statistical refinement did not compromise the conceptual meaning of the constructs.

2.7. Structural Model and Hypothesis Testing

After the measurement model satisfied the required validity and reliability criteria, the structural model was evaluated. The structural analysis examined the direction and magnitude of the relationships between the three exogenous variables and Employees Performance.

The proposed structural relationships were formulated as follows:

- **H1:** Work–life balance has a positive and significant effect on Employees Performance.
- **H2:** Career advancement has a positive and significant effect on Employees Performance.
- **H3:** Work-related pressures have a significant effect on Employees Performance.

The significance of each hypothesized relationship was assessed using bootstrapping in SmartPLS 4.2. Path coefficients were interpreted in terms of their magnitude and direction, while the corresponding t-statistics and p-values were used to determine statistical significance.

Overall, the methodological procedure consisted of data collection, measurement model test, structural model tests, model evaluation, bootstrapping and hypothesis testing**.** This analytical sequence was intended to ensure that the empirical conclusions concerning the effects of work–life balance, career advancement, and work-related pressures on Employees Performance were supported by reliable and valid measurement procedures.

RESULTS AND DISCUSSION

3.1 Validity and Reliability Tests

The validity and reliability of the measurement instruments were assessed prior to

evaluating the structural model. The results indicated that all measurement items achieved outer-loading values above the minimum threshold of 0.50, indicating that the indicators adequately represented their respective constructs and could therefore be considered acceptable in terms of indicator validity.

The internal consistency of each construct was subsequently evaluated using Cronbach's alpha**.** The findings showed that the Cronbach's alpha coefficients for all constructs exceeded the recommended threshold of 0.70. These results demonstrate satisfactory internal consistency among the indicators within each construct. Accordingly, the measurement instruments were considered sufficiently reliable for subsequent structural model analysis.

Overall, the measurement test confirmed that the indicators used to measure work–life balance, career advancement, work-related pressures, and Employees Performance demonstrated acceptable levels of validity and reliability. Therefore, the constructs were retained for further analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM).

3.2 Hierarchical Component Model (HCM) Tests

A Hierarchical Component Model (HCM) was conducted to evaluate the relationships between higher-order constructs and their underlying dimensions. The HCM approach enables multidimensional constructs to be represented through a hierarchical structure consisting of higher-order and lower-order components.

The test considered the relationships between the higher-order construct and its corresponding dimensions based on the relevant measurement indicators. The results of the HCM test are presented in Table 1.

The HCM results indicate that the dimensions associated with each higher-order construct adequately contributed to the measurement of their respective constructs. The satisfactory measurement properties provide support for proceeding to the test of the structural model and hypothesis testing.

3.3 Hierarchical Component Model (HCM) Tests

The results of the Hierarchical Component Model (HCM) analysis are presented in Table 1. The analysis indicates that work–life balance (X_1) has a path coefficient of 0.442, suggesting a positive relationship with Employees Performance. Career advancement (X_2) produces a path coefficient of 0.410**,** while work-related pressures (X_3) record a coefficient of 0.340**.** These positive coefficients indicate that all three explanatory variables are positively associated with Employees Performance within the research setting.

The coefficient of determination (R^2) for Employees Performance is 0.950. This result indicates that work–life balance, career development, and work-related stress collectively explain approximately 95.0% of the variance in Employees Performance, while the remaining 5% can be attributed to other factors not incorporated into the proposed model. The relatively high R^2 value demonstrates substantial explanatory capability of the structural model in accounting for variations in Employees Performance.

Table 1. Hierarchical Component Model Results

Variable	Path Coefficient	R^2
Work–Life Balance (X_1)	0.422	0.950
Career Advancement (X_2)	0.410	0.950
Work-Related Pressures (X_3)	0.340	0.950

Source: Primary data processed using SmartPLS 4.2, 2026.

The findings suggest that work–life balance demonstrates the strongest path coefficient (0.422) among the three explanatory variables, followed by career advancement (0.410) and work-related pressures (0.340). This pattern implies that employees' ability to maintain an appropriate balance between professional and personal responsibilities may have the strongest association with productivity in the organizational context examined.

Nevertheless, the path coefficients alone do not establish whether the proposed relationships are statistically significant. Statistical significance should be determined based on the bootstrapping results, particularly the t-statistics and p-values. Therefore, the coefficients reported in Table 1 should be interpreted together with the hypothesis-testing results before concluding that each relationship is statistically significant. β = 0.422, 0.410, 0.340 dan R^2 = 0.950.

3.4 Model Fitted Test

The model fit test indicates that the proposed research model demonstrates an acceptable overall fit. The SRMR value of 0.012 is below the recommended threshold of 0.08, indicating a good fit between the hypothesized model and the empirical data. The NFI value of 0.989 exceeds the recommended criterion of 0.90, further supporting the adequacy of the model. In addition, the rms Theta value of 0.101 is below the threshold of 0.10, indicating an acceptable level of model fitted. Overall, all three fit indices meet the recommended criteria, confirming that the proposed model has a good model fit and is appropriate for further analysis.

Table 2. Fitted Model Test

Measurement	Fitted	Criteria	Results
SRMR	0,012	< 0.08[a]	Fitted Model
NFI	0,989	> 0.90[b]	Fitted Model
rms Theta	0,101	< 0.12[a]	Fitted Model

Source: SmartPLS 4.2, 2026

https://doi.org/10.53625/jirk.v6i6.13341

Based on Table 2, it can be concluded that the regression model is appropriate for use in research examining the effects of work-life balance, career advancement, and work pressure on productivity.

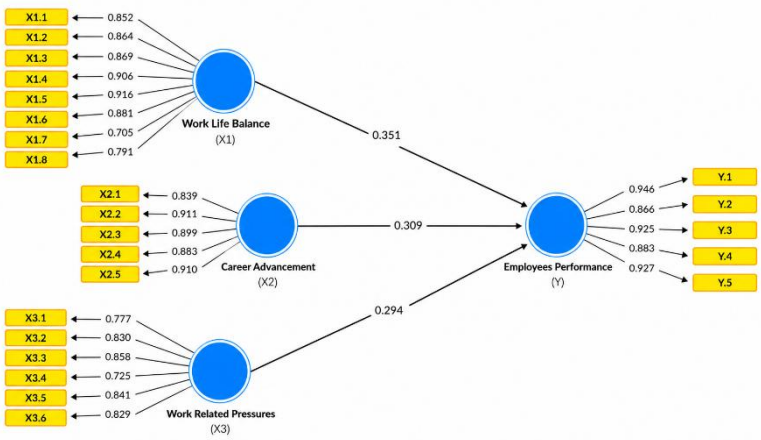


Figure 1. Path Diagram

Source: Primary Data, SmartPLS 4.2, 2026

3.5 Hypothesis Tests

Indicator	T-Statistic	P-Values	Significant
X1. 1 <- Work-Life Balance	21.205	0,000	Significant
X1. 2 <- Work-Life Balance	19.794	0,000	Significant
X1. 3 <- Work-Life Balance	21.071	0,000	Significant
X1. 4 <- Work-Life Balance	31.598	0,000	Significant
X1. 5 <- Work-Life Balance	40.230	0,000	Significant
X1. 6 <- Work-Life Balance	23.867	0,000	Significant
X1. 7 <- Work-Life Balance	6.813	0,000	Significant
X1. 8 <- Work-Life Balance	12.885	0,000	Significant
X2. 1 <- Career Advancement	14.365	0,000	Significant
X2. 2 <- Career Advancement	39.657	0,000	Significant
X2. 3 <- Career Advancement	26.651	0,000	Significant
X2. 4 <- Career Advancement	24.091	0,000	Significant
X2. 5 <- Career Advancement	33.533	0,000	Significant
X3. 1 <- Work Related Pressures	11.403	0,000	Significant
X3. 2 <- Work Related Pressures	11.379	0,000	Significant
X3. 3 <- Work Related Pressures	16.818	0,000	Significant
X3. 4 <- Work Related Pressures	9.398	0,000	Significant
X3. 5 <- Work Related Pressures	18.422	0,000	Significant
X3. 6 <- Work Related Pressures	10.897	0,000	Significant
Y1. 1 <- Employees Performance	62.628	0,000	Significant

ISSN 2798-3471 (Cetak)
ISSN 2798-3641 (Online)

Y1. 2 <- Employees Performance	14.205	0,000	Significant
Y1. 3 <- Employees Performance	49.191	0,000	Significant
Y1. 4 <- Employees Performance	21.699	0,000	Significant
Y1. 5 <- Employees Performance	46.244	0,000	Significant

Source: SmartPLS 4.2, 2026

Based on the results of the data analysis, the path coefficient is 0.351 with a p-value of 0.000, indicating a statistically significant result. This means that work-life balance has a significant positive effect on productivity.

Work-Life Balance Variable (X_1)

H0: $\rho YX_1 \leq 0$ — Work-life balance does not have a positive effect on productivity.
H1: $\rho YX_1 > 0$ — Work-life balance has a positive effect on productivity.

Based on the results of the data analysis, the path coefficient is 0.351 with a p-value of 0.000, indicating a statistically significant result. Therefore, work-life balance has a significant positive effect on productivity.

Career Advancement Variable (X_2)

H0: $\rho YX_2 \leq 0$ — Career advancement does not have a positive effect on productivity.
H2: $\rho YX_2 > 0$ — Career advancement has a positive effect on productivity.

Based on the results of the data analysis, the path coefficient is 0.309 with a p-value of 0.000, indicating a statistically significant result. This means that career advancement has a significant positive effect on productivity.

Work Related Pressure Variable (X_3)

H0: $\rho YX_3 \leq 0$ — Work related pressure does not have a positive effect on productivity.
H3: $\rho YX_3 > 0$ — Work related pressure has a positive effect on productivity.

Based on the results of the data analysis, the path coefficient is 0.294 with a p-value of 0.000, indicating a statistically significant result. This means that work pressure has a significant positive effect on productivity.

CONCLUSIONS AND SUGGESTIONS

4.1 Conclusions

This study examined the relationships between work-life balance, career advancement, and work-related pressure and productivity, with the research conducted at Aviation Industry, an organization engaged in safety, air transport and airmanships. During the research period, participants were also asked to complete a questionnaire distributed through Google Forms. Primary data were collected through interviews conducted via the Zoom application. After the data were compiled, they were tabulated in Microsoft Excel and subsequently analyzed using SmartPLS 4.2. The results of the analysis led to the conclusion that work-life balance (X_1), career advancement (X_2), and work-related pressure (X_3) have significant relationships

with productivity (Y) at Aviation Industry. Throughout the research period, there was no employee turnover at Aviation Industry. The majority of employees working at the institution reported experiencing job satisfaction despite having a considerably heavy workload. Their responsibilities included work allocation, safety environment processes, evaluation, competency testing, technical guidance, announcement of results, and other work-related activities. Based on observations and interviews, the working environment and conditions at the institution were considered optimal. Employees experienced a supportive and family-oriented work environment, flexible working hours, freedom to express their ideas, opportunities to provide input to the organization, and opportunities to implement improvements and innovations. They also felt that they received considerable attention and support from their supervisors and colleagues. A comfortable working environment, a structured career path, and guaranteed employee welfare contributed to employees feeling recognized and appreciated in their roles as employees.

4.2 Suggestions

The main limitation of this study is that the analysis was restricted to the variables examined in the research and did not consider other potentially relevant variables. In addition, the study involved a limited number of respondents and was conducted over a period of less than one year. Future researchers are encouraged to incorporate additional endogenous and exogenous variables, such as motivation, loyalty, dedication, and productivity improvement, in order to provide a more comprehensive understanding of the factors influencing productivity.

ACKNOWLEDGEMENTS

The author would like to express sincere gratitude to the management and employees of the Aviation Industry in Indonesia who participated in this research and provided valuable insights during the data collection process. Special appreciation is extended to colleagues at the Faculty of Economics and Business, Universitas Dirgantara Marsekal Suryadarma, for their constructive feedback and academic guidance throughout the study. The author also acknowledges the support of reviewers and editors whose comments helped refine the quality of this manuscript. Any financial or non-financial assistance received during the research is gratefully recognized. Finally, heartfelt thanks are given to family and peers for their continuous encouragement, which made the completion of this study possible.

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HALAMAN INI SENGAJA DIKOSONGKAN

ISSN 2798-3471 (Cetak)
ISSN 2798-3641 (Online)