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An Analysis Of How Digital Advertising Uses Misinformation Or Disinformation To Influence Purchase Behavior

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Abstract

This study aims to analyze how digital advertising uses misinformation or disinformation to influence consumer purchasing behavior. Using the Systematic Literature Review (SLR) method, literature sources were taken from the Google Scholar and DOAJ databases for the period 2016–2025. The results of the study indicate that disinformation in digital advertising is a multidimensional phenomenon influenced by the interaction between communication strategies, consumer behavior, and social media algorithms. Disinformation has been shown to reduce consumer trust and loyalty, as well as having ethical implications for brand credibility and digital marketing integrity. However, there is still a research gap in assessing the effectiveness of digital literacy and platform algorithmic mechanisms in limiting the spread of disinformation in real time. Furthermore, psychological aspects such as cognitive resistance and consumers' initial level of trust have not been studied in depth. Therefore, this study recommends the need for a multidisciplinary approach that integrates marketing, digital psychology, and data science perspectives to develop more effective disinformation mitigation strategies in the online advertising ecosystem.

Keywords:
Consumer behavior, Digital disinformation, Digital literacy, Online advertising, Social media algorithms

INTRODUCTION

The development of information and communication technology has fundamentally changed the way organizations market products and services to consumers. Digital transformation has driven the emergence of various forms of internet-based advertising, from display advertising and search engine marketing to interactive and personalized social media promotions [1]. Digital advertising offers the advantage of precisely targeting audiences through behavioral targeting, significantly increasing the effectiveness of marketing campaigns [2]. According to a report [3], global spending on digital advertising has exceeded 60% of total global advertising spending, demonstrating the dominance of digital channels in the modern marketing ecosystem. In this context, leveraging data technology and algorithms is key for companies to maintain competitiveness in an increasingly dynamic market.

While digital advertising offers efficiency and broad reach, it also presents complex ethical challenges. Intense competition in the digital space often pushes companies to employ manipulative communication techniques, such as exaggerating claims, concealing critical information, or presenting misleading data [4]. This phenomenon demonstrates a shift from mere persuasion to the potential exploitation of consumer perceptions through algorithms designed to maximize clicks and conversions [5]. Furthermore, the aggressive use of personal data in targeted advertising raises concerns about privacy and information transparency [6]. In this context, there is an urgent need to understand the ethical boundaries between legitimate persuasion and disinformation practices that have the potential to deceive consumers.

Disinformation in the context of digital marketing can be defined as the deliberate spread of false or misleading information with the aim of influencing consumer perceptions and behavior [7]. Unlike misinformation, which occurs without intent, disinformation is strategic and often exploited to build a false brand image or undermine competitors [8]. In practice, disinformation can take the form of false testimonials, visual manipulation (deepfake advertising), unproven claims of product effectiveness, and the spread of emotional narratives to create the illusion of credibility. This phenomenon is becoming increasingly prevalent with the increasing use of social media algorithms that prioritize viral content over factual truth, thus increasing the opportunity for disinformation to spread widely in the digital space [9]. Therefore, the issue of disinformation in digital advertising is not only a communication problem but also a serious challenge to public trust in modern marketing systems.

Disinformation significantly impacts consumer behavior by altering perceived value, brand preferences, and purchasing decisions. Misinformation lowers willingness to pay due to negative perceptions, while effective clarification can restore trust and product value. Exposure to misleading content decreases brand trust [10], and shifts consumer preference to competitors [4]. Furthermore, disinformation causes consumers to avoid brands perceived as unreliable [11], but proper debunking can restore that trust [12]. Based on the Elaboration Likelihood Model and the Theory of Planned Behavior, these impacts demonstrate that disinformation is not simply an ethical issue but a threat to market integrity and consumer trust.

Although the effectiveness of digital advertising has been extensively studied, there remains a significant gap in systematic research on the role of disinformation on consumer purchasing behavior. Disinformation can distort perceptions and purchasing decisions, leading to financial losses and decreased trust in online platforms [13]. However, most studies are descriptive in nature without strong causal analysis [14], are limited to specific platforms [15], and do not clearly

differentiate between misinformation and disinformation [16]. Therefore, systematic studies are needed to deeply understand the impact of disinformation on consumer behavior in digital advertising.

This study provides theoretical and practical contributions to the field of digital marketing ethics and consumer behavior. Theoretically, this research enriches the literature by explaining how digital marketing strategies, such as content personalization and social media engagement, influence consumer decision-making [17], and highlights ethical issues such as data privacy and algorithmic bias in responsible marketing practices [18]. Practically, the findings of this study provide guidelines for regulators in formulating policies that promote transparency and consumer protection [19], while also offering strategies for companies to implement ethical practices and increase customer loyalty through appropriate personalization [20]. However, the acceleration of technological advances that exceed regulatory capacity creates ongoing ethical dilemmas, necessitating continuous dialogue and adaptation in both academic and practical spheres.

Based on previous research, it appears that disinformation in digital advertising has been recognized as a factor influencing consumer value perceptions, brand trust, and purchasing decisions. However, existing studies are fragmented and descriptive, thus failing to provide a comprehensive understanding of the mechanisms and intensity of disinformation's influence on consumer behavior across various digital contexts. Most studies also focus on specific platforms and fail to clearly differentiate between forms of misinformation and disinformation, resulting in limitations in assessing the causal relationship between exposure to misleading information and changes in purchasing behavior. Furthermore, the ethical and regulatory dimensions of digital advertising have not been widely studied in an integrated manner from a consumer behavior perspective. Therefore, this study, using a Systematic Literature Review approach, aims to identify, classify, and synthesize existing empirical findings to comprehensively understand how disinformation is used in digital advertising to influence consumer purchasing behavior, as well as uncover theoretical and practical gaps that can inform future research and policy directions on digital marketing ethics.

METHODS

This research method uses a Systematic Literature Review (SLR) approach to analyze how digital advertising utilizes disinformation to influence consumer purchasing behavior. The purpose of this study is to identify patterns, strategies, and impacts of disinformation practices in the context of digital marketing, and to understand how they shape consumer perceptions, beliefs, and purchasing decisions. A qualitative approach was chosen because it allows researchers to explore the meaning and context of various previous studies in depth, in order to build a comprehensive conceptual understanding of this phenomenon.

The literature search process was conducted systematically through academic databases such as DOAJ and Google Scholar using the keywords "digital advertising," "disinformation," "consumer behavior," and "misleading marketing." Inclusion criteria included articles in English or Indonesian published between 2016 and 2025, focusing on the influence of disinformation on consumer behavior in a digital context, and containing relevant methods and results. Exclusion criteria included articles that were non-academic, did not focus on digital advertising, or did not provide sufficient empirical data or conceptual analysis. The data selection and extraction process was carried out by reviewing the titles, abstracts, and full contents of the articles to ensure

relevance, then identifying key findings, key variables, and conclusions related to disinformation strategies and their impact on consumer purchasing behavior.

Figure 1. 8 Steps of Digital Advertising Research Procedure

Figure 1 illustrates the procedure for exploring and analyzing how digital advertising utilizes disinformation to influence consumer purchasing behavior. The study began with the identification of objectives to establish the direction of the analysis regarding the relationship between disinformation practices and changes in consumer behavior. Next, research questions were formulated, which served as a guide in developing a literature search strategy. Data source in this study were retrieved from DOAJ and Google Scholar to ensure a balance between strictly peer-reviewed open-access journals and a broad coverage of rapidly evolving digital marketing trends. The observation period of 2016–2025 was selected because 2016 marked the global surge of organized digital disinformation, while the inclusion of 2024-2025 data allows this study to capture the latest impact of Generative AI and deepfakes in the advertising ecosystem. Literature selection was then conducted through screening of titles, abstracts, and full text to ensure relevance. Data from selected articles were then extracted to identify key variables such as the form of disinformation, advertising strategies, and their impact on perceptions and purchasing decisions. The results of various studies were then analyzed and synthesized to identify patterns, themes, and interrelationships among the findings. Finally, the entire process was systematically reported in narrative and visual form to provide a comprehensive understanding of the mechanisms by which disinformation in digital advertising influences consumer purchasing behavior.

RESULT AND DISCUSSION

The following are the results of the analysis and grouping of research on disinformation in digital advertising, grouped based on similar fields of study or research focus. In general, the research results can be categorized into three main areas: (1) Forms and strategies for spreading digital disinformation, (2) The impact of disinformation on consumer perceptions and trust, and (3) The role of social media in strengthening and mitigating the spread of advertising disinformation. Each research group demonstrates the close relationship between technology,

consumer behavior, and the dynamics of digital communication that influence the ethics and effectiveness of online marketing.

Table 1. Disinformation in Digital Advertising

No	Research Field/Focus	Names of Authors in the Same Field	Insight or Main Research Variables
1	Forms and Strategies for the Spread of Digital Disinformation	[21]; [22]; [23]; [24]; [25].	Identifying forms of disinformation such as fake news, propaganda, and deceptive content; exploring strategies for spreading misinformation, the use of programmatic advertising, and the use of social media as a primary dissemination channel.
2	The Impact of Disinformation on Consumer Perception and Trust	[26]; [27]; [28]; [29]; [30].	Examines the impact of disinformation on brand perception, consumer trust, and long-term loyalty; analyzes the financial impact and the effectiveness of clarification in restoring brand reputation.
3	The Role of Social Media in the Spread and Mitigation of Advertising Disinformation	[31]; [32]; [33].	Analyzes the role of algorithms and emotional appeals in accelerating the spread of disinformation; highlights the socio-political impact and potential of social media in countering disinformation through digital literacy and fact-checking.

Table 1 illustrates the overall results of the research in the table above, indicating that disinformation in digital advertising is a multidimensional phenomenon involving aspects of communication, consumer behavior, media technology, and marketing ethics. The research focuses on three main areas: (1) the process of producing and disseminating misleading information, (2) the psychological and economic impacts on consumers and brand reputation, and (3) the role of social media as both an accelerating factor and a mitigating tool. These findings emphasize the importance of a cross-disciplinary approach to understanding and addressing the spread of disinformation in the modern digital ecosystem.

Forms and Strategies of Disinformation in Digital Advertising

Disinformation in digital advertising encompasses various forms and strategies that exploit the vulnerabilities of the online media ecosystem to influence public perception and drive economic profit for industry players. The main forms of disinformation include fake news and misinformation, which are false narratives designed to trigger emotional responses and spread rapidly through social media [21]; propaganda, which involves the dissemination of biased or misleading information to support specific political goals through targeted advertising [21]; and deceptive content, such as controversial claims and provocative narratives designed to go viral for monetization purposes [22].

Disinformation dissemination strategies are carried out through the sowing and testing of false information to shape public opinion or damage the reputation of certain parties [23], the use of programmatic advertising that inadvertently places ads alongside misleading content and reduces brand credibility [24], and content marketing and social media management as effective channels in expanding the reach of disinformation beyond traditional media [25]. While these

strategies carry ethical and reputational risks, the phenomenon reflects the dynamics of modern digital marketing that often places engagement metrics above the principles of honesty and integrity in marketing communications.

The research findings demonstrate that disinformation in digital advertising not only serves as a manipulative strategy to attract consumer attention, but also reflects the complexity of the modern marketing ecosystem, driven by algorithms and focused on engagement metrics. This phenomenon indicates a tension between economic interests and ethical responsibilities, where the practice of spreading misleading information is often perceived as a consequence of intense market competition. From an evaluative perspective, although this strategy can increase the reach and effectiveness of short-term campaigns, its long-term impact on public trust and brand reputation tends to be detrimental. Therefore, these findings emphasize the importance of implementing principles of transparency, digital literacy, and stricter regulations to balance marketing efficiency and communication integrity in the digital space.

The Impact of Disinformation on Consumer Perception and Trust

Disinformation in digital advertising has a profound impact on consumer perception and trust, as it can create a false brand image and influence purchasing decisions based on false assumptions. Misleading information can create false perceptions of product quality, leading consumers to act based on inaccurate data [26]. Brands associated with disinformation tend to experience a decline in trust and positive attitudes, especially when the disseminated content is thematically aligned with the brand image [27].

Furthermore, exposure to disinformation has been shown to significantly reduce consumer trust and negatively impact long-term loyalty [28]. False advertising practices also cause financial losses and reduce consumers' sense of security when shopping online [29]. While debunking and clarifying false information can correct misperceptions and restore trust [30], the initial effects of disinformation often leave lingering skepticism, making the brand reputation recovery process slow and ineffective.

Research shows that misinformation in digital advertising significantly impacts consumer perceptions and trust, negatively impacting brand image and loyalty. Manipulating information can lead to incorrect purchasing decisions, while disclosing the truth often leads to a loss of trust that is difficult to restore. While clarification can help improve image, the effects of consumer skepticism persist, underscoring the importance of transparency and integrity in digital marketing communications strategies.

The Role of Social Media in the Spread of Advertising Disinformation

Social media plays a significant role in accelerating the spread of advertising disinformation, where misleading content can spread six times faster than accurate information [31]. Platform algorithms and the emotional appeal of content increase its potential for virality, making social media a space vulnerable to public opinion manipulation. The impact is not limited to consumer behavior but also threatens the integrity of democracy, as seen in the 2016 US election, which demonstrated the effectiveness of disinformation campaigns in influencing political outcomes [32].

The spread of misinformation is further amplified by user-generated content, a lack of fact-checking, and the bandwagon heuristic, which leads users to judge credibility based on popularity rather than truth [33]. However, social media also has positive potential in combating

disinformation through fact-checking initiatives and increased digital literacy, which can help users evaluate content more critically and mitigate the negative impact of misleading advertising.

The study's findings suggest that social media plays a significant role in accelerating the spread of advertising disinformation through algorithms and user emotional engagement, potentially influencing public opinion and socio-political stability. However, social media also offers the potential to serve as a mitigation tool through digital literacy and fact-checking. The imbalance between algorithmic incentives and platforms' ethical responsibilities underscores the importance of collaboration between service providers, regulators, and the public to build a more accurate and responsible information ecosystem.

Figure 2. Development of Digital Advertising Research Variables

Figure 2 demonstrates the complex interrelationships between the forms, strategies, impacts, and roles of social media in the digital advertising disinformation ecosystem. Disinformation manifests in various forms, including fake news, propaganda, and provocative content, spread through structured strategies ranging from seeding false information to optimizing algorithms and programmatic advertising to manipulate public perception and gain economic advantage. Its impact extends to the psychological and economic dimensions of consumers, including the formation of false brand perceptions, decreased trust, and weakened brand loyalty. Social media acts as a catalyst for the spread of disinformation through viral mechanisms and recommendation

algorithms, but also has the potential for mitigation through digital literacy and fact-checking initiatives. In the context of this research, variables such as the type of disinformation and social media algorithms serve as independent factors influencing consumer perceptions and trust, with user emotions and digital literacy acting as mediating and moderating elements that determine an individual's level of vulnerability or resilience to disinformation.

CONCLUSION

Based on the evaluation results, disinformation in digital advertising has been proven to be a complex phenomenon involving the interaction between communication strategies, consumer behavior, and social media algorithms that amplify its spread. Previous research has shown that disinformation not only undermines consumer trust and loyalty but also threatens the integrity of marketing ethics and long-term brand credibility. Although various studies have highlighted its forms, strategies, and impacts, a research gap remains regarding the effectiveness of digital literacy-based interventions and the role of platform algorithms in moderating the spread of misleading content in real time. Furthermore, the limited research in measuring the influence of psychological variables such as cognitive resistance and initial trust on the acceptance of disinformation indicates the need for a multidisciplinary approach that combines the perspectives of marketing, digital psychology, and data science. Therefore, an urgent research topic for future research is the development of a disinformation mitigation model based on digital literacy and ethical algorithms in the online advertising ecosystem, to create a balance between marketing effectiveness and the social responsibility of digital platforms.

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The Role of Customer Satisfaction in Mediating Outcome Quality and Interest in Revisiting Tlocor

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Abstract

This study was motivated by the significant decline in visitor numbers at Tlocor Marine Tourism (WBT), from 118,476 tourists in 2020 to 76,380 tourists in 2024. This drastic decline indicates a serious problem related to Revisit Interest. This study aims to examine and analyse the significance of the influence of Outcome Quality and Customer Satisfaction on Revisit Interest, as well as to examine the mediating role of Customer Satisfaction. This study uses a quantitative approach with an explanatory causal research type. Primary data was collected through questionnaires distributed to 250 WBT tourists determined through purposive sampling techniques. Data analysis was conducted using Partial Least Square (PLS-SEM) based Structural Equation Modelling (SEM). The results of hypothesis testing show that Outcome Quality has a significant and positive effect on Customer Satisfaction. Customer Satisfaction also has a significant and positive effect on Revisit Interest. The main finding confirms that Customer Satisfaction significantly mediates the effect of Outcome Quality on Revisit Interest. These findings indicate that customer satisfaction functions effectively as a psychological mechanism that translates the quality of the tourist experience (facilities, amenities, service) into the intention to return. Therefore, WBT managers are advised to prioritise efforts that focus not only on physical quality, but also on interaction processes that enhance Customer Satisfaction, in order to ensure the sustainability of tourist visits.

Keywords:
Customer Satisfaction, Outcome Quality, PLS-SEM, Revisit Interest, Tlocor Marine Tourism

INTRODUCTION

Tourism is a strategic economic sector that is increasingly in demand in various countries, contributing significantly to state revenue, including through the oil and gas sector and taxes. Indonesia, as a developing country, has enormous maritime potential, especially in the East Java region, supported by natural resources, local culture, and community participation [1]. The contribution of the tourism sector to Gross Domestic Product (GDP), foreign exchange, and employment has consistently shown an increase, making it a key factor in national economic development [2].

One effective strategy for developing regional tourism is through marine tourism, which involves recreational activities that take advantage of the beauty of the coast and the sea, including marine ecotourism such as mangrove conservation. In Sidoarjo Regency, Tlocor Marine Tourism (WBT) stands out as a unique destination, originating from the formation of Lusi Island, an artificial island created by Sidoarjo mud deposits. The potential of Tlocor Marine Tourism is further enhanced by supporting facilities such as a pier, mangrove trails, and a mangrove seed monument as a symbol of identity.

Although WBT once received a national award as the most popular destination (Anugerah Pesona Indonesia 2019) and recorded a peak of 118,476 tourists in 2020, the latest data from the management shows a significant decline to 76,380 tourists in 2024. This drastic decline indicates serious issues related to the quality of the experience received by tourists, which impacts the sustainability of the destination. Therefore, this study needs to focus on the factors that influence tourists' decisions to return, namely Revisit Interest. This concept is adopted from purchase intention theory due to similarities in post-consumption behavioural intentions [3].

This interest in visiting is influenced by several factors, one of which is Outcome Quality. Outcome Quality is defined as the quality of service perceived by tourists, namely the extent to which the service received meets their expectations [4]. Another important factor that plays a role as an outcome of perceived quality is Customer Satisfaction, which is the feeling of pleasure or disappointment felt by tourists after visiting [5]. Theoretically, Customer Satisfaction is an important mediator that bridges service quality to the intention to return.

Several studies have found that Outcome Quality has a significant effect on Revisit Interest [6]. However, other studies have found different results, where Outcome Quality does not have a significant effect on Revisit Interest [7]. These differing findings indicate that the influence of Outcome Quality cannot stand alone and requires a mediating variable to provide a more comprehensive explanation. Therefore, this study adds the variable of Customer Satisfaction as a mediating variable. Theoretically, Customer Satisfaction can bridge the relationship between service quality and behavioural intent.

Based on the issue of declining visitor numbers at Tlocor Marine Tourism and the lack of research on the effect of Outcome Quality on Revisit Interest, this study aims to examine and analyse the significance of the effect of Outcome Quality and Customer Satisfaction on Revisit Interest at Tlocor Marine Tourism in Sidoarjo. The results of this study are expected to provide strategic recommendations and practical contributions to the managers of Tlocor Marine Tourism in their efforts to improve service quality in order to halt the decline in visits and realise sustainable tourism.

METHODS

This study uses a quantitative approach with an explanatory causal research design. The purpose of this design is to examine the direct and indirect causal relationship between the outcome variable of quality and revisiting interest, with customer satisfaction in Tlocor Marine Tourism. Primary data was collected through the distribution of questionnaires measured using a 1-5 point Likert scale to tourists. The research sample consisted of 250 tourists selected through purposive sampling, with the main criterion being tourists who had visited the Tlocor Marine Tourism destination.

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Data analysis was performed using Partial Least Square-based Structural Equation Modelling (PLS-SEM) through SmartPLS. This analysis was also used to determine the mediating role of Customer Satisfaction in the relationship between Outcome Quality and Revisit Interest. An explanation of the variables in this study is provided in Table 1.

Table 1. Constructs and Item Description

Variable/Source	Indicators	Operational Description
Outcome Quality (Parasuraman et al. [8]; [9]	- The facilities and infrastructure at WBT are adequate (OQ1). - I find the atmosphere at WBT comfortable (OQ2). - The staff at WBT serve me politely (OQ3). - Communication between WBT staff and me is easy to understand (OQ4). - I feel real benefits after visiting WBT destinations (OQ5).	Measured based on tourists' perceptions of the actual quality of the services they receive, including the availability and comfort of physical facilities, as well as the quality of staff interactions after service at WBT.
Customer Satisfaction (Oliver [10]; [11]	- I felt happy when visiting the WBT (CS1). - I was satisfied with the service provided during my visit (CS2). - The WBT location was easy to reach (CS3). - The environment around the WBT was safe and comfortable (CS4). - My experience at the WBT met my expectations before visiting (CS5).	Measured by tourists' overall evaluation of their experience at WBT, focusing on their level of enjoyment, satisfaction, and the extent to which the actual experience matched their initial expectations.
Revisit Interest [12]	- I would like to visit the WBT destination (RI1) again. - I will visit the same attractions if I visit WBT (RI2). - I will recommend others to visit WBT (RI3). - I will give a positive review to WBT (RI4). - I will look for new information about WBT (RI5).	Measured by the future behavioural intentions of tourists that are beneficial to the destination, including personal desire to return and intention to recommend the destination to others.

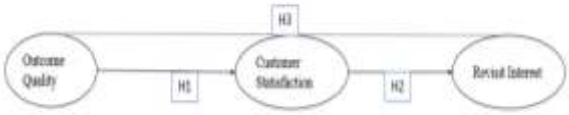

Figure 1. Research Framework

This research framework describes the causal relationship between Outcome Quality, Customer Satisfaction, and Revisit Interest in the context of Tlocor Marine Tourism. Outcome Quality is positioned as an exogenous variable that directly influences Customer Satisfaction (H1), indicating that the quality of service outcomes and tourist experiences perceived by tourists form the basis of satisfaction. Furthermore, Customer Satisfaction acts as an endogenous variable and mediator that has a direct influence on Revisit Interest (H2), which reflects tourists' intention to revisit and recommend the destination. Additionally, this framework also tests the indirect influence of Outcome Quality on Revisit Interest through Customer Satisfaction (H3), which confirms that tourist satisfaction functions as a psychological mechanism that bridges the quality of experience with revisit behaviour. Thus, this model emphasises that an increase in revisit interest is not only determined by service quality alone, but is highly dependent on the level of satisfaction felt by tourists.

RESULT AND DISCUSSION

The results of the descriptive analysis of a total of 253 respondents are presented in Table 2. Demographically, the profile of tourists visiting the Tlocor Marine Tourism Object (WBT) is dominated by women (54%), the majority of whom are in the young productive age group of 20–25 years (30.83%). Based on occupation, respondents were predominantly employees (40.32%) and freelancers (27.67%). The most notable finding was the concentration of respondents' places of residence, with 74.70% coming from Sidoarjo, followed by Surabaya, clearly showing that the main market for WBT destinations is heavily dependent on local and regional domestic tourists in East Java.

Table 2. Demographi

No	Characteristics	Description	Frequency	Percentage
1	Gender	Male	117	46%
		Female	136	54%
		Total	253	100
2	Age	< 20 Years Old	8	3,16%
		20 – 25 Years Old	78	30,83%
		25-30 Years Old	74	29,25%
		30-35 Years Old	53	20,95%
		35-40 Years Old	21	8,30%
		>40 Years Old	19	7,51%
		Total	253	100
3	Occupation	Student	35	13,83%
		Freelancer	70	27,67%
		Employe	102	40,32%
		Entrepreneur	46	18,18%
		Total	253	100
4	City of residence	Sidoarjo	189	74,70%

No	Characteristics	Description	Frequency	Percentage
		Surabaya	19	7,5%
		Malang	7	2,75%
		Gresik	6	2,35%
		Semarang	3	1,9%
		Blitar	3	1,9%
		Bogor	3	1,9%
		Bandung	3	1,9%
		Kediri	2	0,79%
		Solo	2	0,79%
		Yogyakarta	2	0,79%
		Surakarta	2	0,79%
		Depok	2	0,79%
		Bekasi	2	0,79%
		Pasuruan	1	0,4%
		Sumenep	1	0,4%
		Mojokerto	1	0,4%
		Bojonegoro	1	0,4%
		Salatiga	1	0,4%
		Tangerang	1	0,4%
		Jakarta	1	0,4%
		Bandar lampung	1	0,4%
		Total	253	100

Outer model testing was conducted to evaluate the validity and reliability of constructs in the study, so that it could be ensured that each indicator was able to represent the latent variables being measured [13]. This testing includes convergent validity, discriminant validity, and reliability testing (Composite Reliability and Cronbach's Alpha) [14]. The convergent validity test aims to ensure that the indicators are strongly correlated with the construct, with the criteria being met if the Loading Factor (outer loading) value is >0.7 and the Average Variance Extracted (AVE) value is >0.5. The results of the PLS-SEM analysis are shown in Table 3 and Table 4.

Table 3. Outer Loading

Variabel	Indicator	Factor Loading	Model
Outcome Quality	OQ1	0.842	Valid
	OQ2	0.762	Valid
	OQ4	0.766	Valid
	OQ5	0.707	Valid
Customer Satisfaction	CS1	0.765	Valid
	CS2	0.765	Valid
	CS3	0.807	Valid
	CS4	0.712	Valid
	CS5	0.718	Valid
Revisit Interest	RI1	0.763	Valid
	RI2	0.770	Valid
	RI3	0.797	Valid
	RI4	0.826	Valid
	RI5	0.799	Valid

The outer loading test results show that all indicators in the Outcome Quality, Customer Satisfaction, and Revisit Interest variables have factor loadings above 0.70, meaning that all

indicators are valid. The indicators in the Outcome Quality variable have a strong contribution in representing the quality of the tourism experience, especially in terms of facilities, comfort, staff interaction, and perceived benefits. All Customer Satisfaction indicators also show a strong correlation in describing the overall level of tourist satisfaction, both emotionally and in terms of expectation fulfilment. Similarly, all Revisit Interest indicators are proven to consistently reflect tourists' intention to revisit and recommend the destination. Thus, it can be concluded that all indicators in the measurement model meet the convergent validity criteria and are suitable for further structural model testing.

Table 4. Construct Validitas dan Reliabilitas

	Cronbach Alpha	**Composite Reliability**	**AVE**
OQ	0.810	0.868	0.570
CS	0.810	0.868	0.569
RI	0.851	0.893	0.626

The outer model results show that all indicators on the outcome variables of quality, customer satisfaction and revisit interest have met the eligibility criteria in PLS-SEM. First, the outer loading values of all indicators are above 0.70, which means that each indicator has a strong correlation with the construct it measures. High loading values indicate that these indicators are able to represent latent variables consistently and accurately, thus meeting the standards of convergent validity.

The Average Variance Extracted (AVE) results for the three variables were also above the minimum value of 0.50. This indicates that each construct was able to explain more than half of the variance in its indicators. Thus, the variables of outcome quality, customer satisfaction and revisit interest were able to capture information from each indicator well. Valid AVE values further reinforce that these constructs have adequate convergent validity.

The reliability test results show that Cronbach's Alpha values for all variables are above 0.70. This indicates strong internal consistency among indicators in each construct. In addition, the Composite Reliability value of all variables was also above 0.70, confirming that the construct had high reliability in PLS-SEM. Composite Reliability is considered superior to Cronbach's Alpha in SEM because it takes into account the factor loadings of each indicator, and the valid results in this study showed that the three variables had excellent measurement reliability.

Overall, the fulfilment of outer loading, AVE, Cronbach's Alpha, and Composite Reliability values confirms that all variables in this study have met the measurement feasibility criteria. This indicates that the measurement model has good quality, valid indicators, and reliable instruments, so that testing can proceed to the inner model and hypothesis testing stages.

Tabel 5. The Result

Relationship	**Sample Mean**	**T-Statistic**	**P-Values**	**Description**
OQ -> CS	0.586	11.149	0.000	Significant
CS-> RI	0.655	14.771	0.000	Significant
OQ -> CS -> RI	0.386	7.179	0.000	Significant

The results of hypothesis testing in Table 5 show that all relationships tested in the structural model have a positive and significant effect. Outcome Quality was found to have a significant effect on Customer Satisfaction, as indicated by a T-Statistics value exceeding 1.96 and

a P-Value below 0.05. Furthermore, Customer Satisfaction also had a significant effect on Revisit Interest, indicating that the level of tourist satisfaction plays an important role in encouraging revisit intentions. In addition to the direct effect, the results of the indirect effect test show that Customer Satisfaction significantly mediates the relationship between Outcome Quality and Revisit Interest. This finding confirms that improving service outcome quality does not directly shape revisit intention, but rather works through a psychological mechanism in the form of tourist satisfaction.

1. The Effect of Outcome Quality on Customer Satisfaction

The results show that Outcome Quality has a significant effect on Customer Satisfaction with a T-Statistics value of 11.149 greater than 1.96 and a P-Value of 0.000 less than 0.05, thus accepting the hypothesis. The implication of these findings shows that Outcome Quality is an effective predictor of Customer Satisfaction. In other words, improvements or enhancements in the quality of results or experiences obtained by tourists during their visit will proportionally and significantly increase the level of satisfaction expressed by tourists. Penelitian ini konsisten dengan temuan [15]; [16] menyatakan bahwa outcome quality memiliki pengaruh positif terhadap customer satisfaction. Namun, terdapat pula penelitian yang menunjukkan hasil berbeda. [17] melaporkan bahwa outcome quality tidak berpengaruh signifikan terhadap customer satisfaction.

Interview data with Tlocor Marine Tourism (WBT) tourists reinforces these statistically significant findings. The data shows that comprehensive positive experiences such as adequate facilities, a comfortable environment and quality staff service fundamentally drive customer satisfaction. This set of outcome qualities produces tangible benefits, reflected in high satisfaction levels, including feelings of pleasure, positive assessments of service and fulfilment of visit expectations.

2. The Effect of Customer Satisfaction on Revisit Interest

The results show that customer satisfaction has a significant effect on revisit interest, with a T-statistic value of 14.771 greater than 1.96 and a P-value of 0.000 less than 0.05, thus accepting the hypothesis. This finding indicates that customer satisfaction is an effective predictor of increased revisit interest. In other words, the higher the satisfaction felt by tourists while visiting Tlocor Marine Tourism, the greater their desire to revisit in the future. This study is consistent with studies [18]; [19]; [20], which state that customer satisfaction has a positive effect on revisit interest. In addition to studies that are consistent with the latest research, there are studies that contradict these results, namely [21]; [22], in which researchers state that customer satisfaction is not significant in terms of revisit interest.

At Tlocor Marine Tourism, customer satisfaction is based on positive experiences, including satisfactory service, easy access to the location, a safe and comfortable environment, and experiences that meet expectations, which have been proven to contribute directly to increased repeat visits and tourist loyalty. Evidence in the field shows that visitors have a strong desire to come back, are willing to recommend this destination to potential tourists, and are ready to give positive reviews. Therefore, destination managers have an urgent need to maintain and proactively improve the quality of the tourist experience in order to ensure the sustainability of tourist visits.

3. The Effect of Outcome Quality on Revisit Interest through Customer Satisfaction

The results show that Outcome Quality has a significant effect on Revisit Interest through customer satisfaction with a T-Statistics value of 7.179 greater than 1.96 and a P-Value of 0.000 less than 0.05, thus accepting the hypothesis. This finding indicates that the research model is statistically significant. This means that customer satisfaction successfully mediates the relationship

between outcome quality and revisit interest. Outcome quality, which includes the availability of facilities and infrastructure, quality, amenities, and services received by tourists, is proven to be effective in increasing revisit interest. Penelitian ini berada dalam jalur yang sama dengan penelitian [23]; [24]; [25], yang menyatakan bahwa customer satisfaction memediasi Sebagian pengaruh outcome quality terhadap revisit interest.

These findings indicate that at Tlocor Marine Tourism, customer satisfaction plays an important role as a link between the outcome quality perceived by tourists and their intention to revisit. Substantively, this shows that optimal outcome quality (facilities and services) is not sufficient to maximise revisit interest; rather, it must be preceded by established customer satisfaction. Thus, destination managers are required to prioritise efforts that focus not only on outcome quality, but also on the interaction process that directly improves customer satisfaction, so that revisit interest can be achieved significantly and sustainably [26]; [27].

CONCLUSION

This study, which utilised PLS-SEM analysis, determined that the measurement model and structural model tested met all validity and reliability prerequisites. All indicators for the constructs of Outcome Quality, Customer Satisfaction, and Revisit Interest were proven to be valid and reliable, as demonstrated by high outer loading, AVE, Cronbach's Alpha, and Composite Reliability values. The results of hypothesis testing reveal that outcome quality contributes positively and significantly to customer satisfaction. This finding emphasises that the quality of the experience received by tourists, as well as the facilities and services, are the main determinants that increase their level of enjoyment and satisfaction during their stay at Tlocor Marine Tourism. In addition, customer satisfaction has been proven to have a positive and significant effect on revisit interest, making tourist satisfaction an important factor that influences their intention to revisit or give recommendations.

This study also found that customer satisfaction acts as a mediating variable that strengthens the influence of outcome quality on revisit interest. This means that outcome quality, which includes the availability of facilities and infrastructure, quality, amenities, and services received by tourists, is proven to be effective in increasing revisit interest, but this effect must go through the mediating role of customer satisfaction. Overall, this study confirms that quality of results and satisfaction play an important and effective role in shaping tourists' behavioural intentions towards Tlocor Marine Tourism. Thus, destination managers need to continuously improve the quality of the tourist experience, services, facilities, and comfort to encourage loyalty and ensure the sustainability of tourist visits.

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The Effect of Job Crafting, Employee Engagement and Workload on Employee Performance at Kopi Kenangan in Surabaya

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Abstract

This study examines the effect of job crafting, employee engagement, and workload on employee performance in the coffee retail industry, a context that remains relatively underexplored in human resource management research in Indonesia. The originality of this research lies in its integrated model that simultaneously analyzes these three variables within a fast paced, service intensive retail environment. Using a quantitative explanatory design, primary data were collected from 100 employees of Kopi Kenangan in Surabaya through a structured questionnaire measured on a five-point Likert scale. Data were analyzed using multiple linear regression with SPSS software. Prior to hypothesis testing, validity, reliability, and classical assumption tests including normality, multicollinearity, heteroscedasticity, and linearity were conducted to ensure model robustness. The results indicate that job crafting, employee engagement, and workload each have a positive and statistically significant effect on employee performance, both partially and simultaneously. These findings suggest that proactive job redesign, strong psychological engagement, and well managed workloads contribute significantly to enhancing employee performance in the coffee retail sector. Practically, the study highlights the importance of fostering job crafting behaviors, strengthening employee engagement, and managing workloads effectively. Academically, this research contributes to the human resource management literature and provides a foundation for future studies to incorporate additional organizational and psychological variables.

Keywords:
Employee Engagement, Employee Performance, Job Crafting, Workload, Workplace Performance

INTRODUCTION

Employee performance plays a crucial role in determining organizational effectiveness, particularly in service based industries where employee behavior directly influences service quality and customer satisfaction [1], [2]. In the coffee retail sector, employees are required to operate in fast-paced environments, manage high customer demand, and maintain consistent product standards. Kopi Kenangan, as one of Indonesia's rapidly growing coffee chains, faces increasing challenges in sustaining employee performance amid operational intensity and expanding business scale, especially in major cities such as Surabaya.

Previous studies indicate that employee performance is shaped by both individual initiatives and organizational conditions. One important individual factor is job crafting, which refers to employees' proactive efforts to modify their job tasks, work relationships, and perceptions to better align with their competencies and preferences [3], [4]. Through job crafting, employees can enhance job meaningfulness, adaptability, and work effectiveness [5]. In addition, employee engagement represents a psychological state characterized by vigor, dedication, and absorption, which has been consistently associated with higher motivation, commitment, and performance outcomes. Engaged employees tend to demonstrate stronger emotional attachment to their organization and greater willingness to contribute beyond formal job requirements.

Another critical factor influencing performance is workload, which reflects the quantity, complexity, and time pressure of assigned tasks. In the coffee retail industry, workload levels often fluctuate due to peak-hour demand and operational constraints. While excessive workload may lead to fatigue and performance decline, an appropriately managed workload can function as a motivating challenge that enhances responsibility and productivity [6], [7]. However, empirical findings regarding the role of workload on employee performance remain inconsistent, indicating the need for further investigation in specific organizational contexts [8].

Despite extensive research on job crafting, employee engagement, and workload, limited studies have examined their combined effects on employee performance in the coffee retail industry in Indonesia. Therefore, this study aims to analyze the partial and simultaneous effects of job crafting, employee engagement, and workload on employee performance at Kopi Kenangan in Surabaya. The findings are expected to provide empirical contributions to human resource management literature and offer practical insights for improving employee performance in service-oriented organizations [9], [10], [11].

The urgency of this research arises from the increasing operational pressure faced by the coffee retail industry, particularly in urban areas where competition, service speed, and consistency are critical success factors. Rapid business expansion, high employee turnover, and fluctuating customer demand place significant strain on frontline employees. Without effective management of job design, psychological engagement, and workload distribution, organizations risk declining performance, service inconsistency, and reduced employee well-being. Therefore, identifying key determinants that can simultaneously enhance employee performance while maintaining operational sustainability becomes an urgent managerial concern, especially for growing retail brands such as Kopi Kenangan.

Recent studies on employee performance have increasingly focused on proactive work behavior and psychological factors. Research on job crafting emphasizes its role in enhancing person–job fit and work meaning within the Job Demands Resources (JD-R) framework [12]. Meanwhile, employee engagement has been widely established as a strong predictor of performance in service-oriented organizations [13]. Studies related to workload present mixed

findings, as workload may function either as a hindrance demand or a challenge demand depending on contextual conditions [14]. However, most existing studies examine these variables separately or incorporate mediating or moderating variables, with limited empirical evidence addressing their direct and simultaneous effects within the coffee retail industry context, particularly in Indonesia [15].

The novelty of this study lies in its integrated examination of job crafting, employee engagement, and workload as simultaneous predictors of employee performance in the coffee retail sector. Unlike previous studies that predominantly focus on manufacturing, public institutions, or general service industries, this research specifically investigates a fast paced retail coffee chain characterized by high service intensity and dynamic task demands. Additionally, this study positions workload not merely as a stressor but as a potential performance-enhancing factor when managed proportionally. By applying this integrated model within the context of Kopi Kenangan Surabaya, the study provides updated empirical evidence that enriches the human resource management literature and offers context-specific insights for managing employee performance in contemporary retail organizations.

METHODS

This study employed a quantitative explanatory research design with a survey approach to examine the causal relationships between job crafting, employee engagement, workload, and employee performance. The research was conducted at Kopi Kenangan outlets in Surabaya, with the population consisting of active employees involved in daily operational activities. A total of 100 respondents were selected using purposive sampling, with criteria including sufficient work experience and direct involvement in service delivery. Primary data were collected through a structured questionnaire using a five point Likert scale, ranging from strongly disagree to strongly agree, to measure the perceptions of respondents toward each research variable [16].

Prior to hypothesis testing, validity and reliability tests were conducted to ensure the accuracy and consistency of the measurement instruments. Data analysis was carried out using multiple linear regression analysis with SPSS software. Classical assumption tests, including normality, multicollinearity, heteroscedasticity, and linearity tests, were performed to confirm that the regression model met statistical requirements. Hypothesis testing was conducted through partial t-tests to examine individual variable effects and an F-test to assess the simultaneous influence of all independent variables on employee performance, while the coefficient of determination was used to evaluate the explanatory power of the model [17].

RESULT

Validity test

Validity testing is conducted to determine the extent to which a measurement instrument is able to accurately measure the constructs being studied. An instrument is considered valid if it can properly measure the variables according to the research objectives. In this study, validity testing was performed on the variables of job crafting, employee engagement, workload, and employee performance using the item total correlation method. This technique compares the calculated correlation coefficient (r-count) with the critical value (r-table). With a significance level of 0.05 (two-tailed test), a sample size of 100 respondents, and degrees of freedom ($df = n - 2 = 98$), the r-table value obtained was 0.100. The results show that all statement items for each variable have

r-count values greater than the r-table value, indicating that all measurement items are valid and capable of accurately measuring the respective research variables.

The results of the validity test indicate that all statement items measuring job crafting, employee engagement, workload, and employee performance have r-count values greater than the r-table value.

Table 1. Validity Test

Variable	Item Code	r-count	r-table	Result
Job Crafting	JC1	> 0.100	0.100	Valid
	JC2	> 0.100	0.100	Valid
	JC3	> 0.100	0.100	Valid
	JC4	> 0.100	0.100	Valid
Employee Engagement	EE1	> 0.100	0.100	Valid
	EE2	> 0.100	0.100	Valid
	EE3	> 0.100	0.100	Valid
	EE4	> 0.100	0.100	Valid
Workload	WL1	> 0.100	0.100	Valid
	WL2	> 0.100	0.100	Valid
	WL3	> 0.100	0.100	Valid
Employee Performance	EP1	> 0.100	0.100	Valid
	EP2	> 0.100	0.100	Valid
	EP3	> 0.100	0.100	Valid
	EP4	> 0.100	0.100	Valid

(IBM Statistics 29 Data Processing Result Source)

This finding confirms that all items are valid and capable of accurately representing the constructs examined in this research. Therefore, the questionnaire can be deemed appropriate for further statistical analysis.

Reliability Test

Reliability testing was conducted to assess the consistency and stability of the measurement instruments used in this study. The reliability of each variable was evaluated using Cronbach's Alpha coefficient, which reflects the degree of internal consistency among the items measuring the same construct. A variable is considered reliable if its Cronbach's Alpha value exceeds the minimum acceptable threshold of 0.60.

Table 2. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Reliability Criteria
Job Crafting	4	> 0.60	Reliable
Employee Engagement	4	> 0.60	Reliable
Workload	3	> 0.60	Reliable
Employee Performance	4	> 0.60	Reliable

(IBM Statistics 29 Data Processing Result Source)

The results indicate that all research variables, namely job crafting, employee engagement, workload, and employee performance, have Cronbach's Alpha values above 0.60. This

demonstrates that the questionnaire items exhibit strong internal consistency and are reliable for measuring the intended constructs. Therefore, the measurement instruments used in this study are deemed appropriate for further statistical analysis.

Normality Test

The normality test was conducted to determine whether the regression residuals were normally distributed, which is a fundamental assumption in multiple linear regression analysis. In this study, the One-Sample Kolmogorov–Smirnov (K–S) test was applied to the unstandardized residuals. A significance value greater than 0.05 indicates that the data are normally distributed.

Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		100
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.29030532
Most Extreme Differences	Absolute	.062
	Positive	.037
	Negative	-.062
Test Statistic		.062
Asymp. Sig. (2-tailed)[c]		.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.	.435
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.		

(IBM Statistics 29 Data Processing Result Source)

The normality test indicates that the residuals are normally distributed, as evidenced by an Asymp. The Sig. (2-tailed) obtained was 0.200, which clearly exceeded the significance limit of 0.05. This condition shows that the residual distribution is normal so that the assumption of normality is fulfilled and parametric statistical analysis techniques can be used without violation of the assumption. The results show that the Asymp. Sig. (2-tailed) value obtained is 0.200, which exceeds the significance threshold of 0.05. This indicates that the residuals follow a normal distribution. Therefore, the normality assumption is fulfilled, and the regression model is suitable for further parametric statistical analysis.

Multicollinearity Test

The multicollinearity test was conducted to examine whether there was a high correlation among the independent variables in the regression model, which could potentially distort the estimation results. In this study, multicollinearity was assessed using Tolerance values and the Variance Inflation Factor (VIF). A regression model is considered free from multicollinearity problems if the tolerance value is greater than 0.10 and the VIF value is less than 10. Multicollinearity testing was conducted using the Variance Inflation Factor (VIF) and tolerance values. The results indicate that all independent variables used show a VIF value of <10 and also a Tolerance value of >0.1.

Table 4. Multicollinearity Test Result

Research variables	Tolerance	VIF
Job Crafting	0.953	1.059
Employee Engagement	0.992	1.008
Workload	0.946	1.057

(IBM Statistics 29 Data Processing Result Source)

With the data produced, it can be concluded that there is no indication of the occurrence of symptoms of Multicollinearity. The results indicate that all independent variables, namely job crafting, employee engagement, and workload, have tolerance values above 0.10 and VIF values below 10. These findings confirm that there is no strong correlation among the independent variables, indicating that the regression model is free from multicollinearity and suitable for further analysis.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether there was unequal variance of residuals across observations in the regression model. In this study, heteroscedasticity was examined using a scatterplot of standardized residuals versus predicted values. A regression model is considered free from heteroscedasticity if the residuals are randomly distributed, show no clear pattern, and are spread evenly above and below zero on the Y-axis.

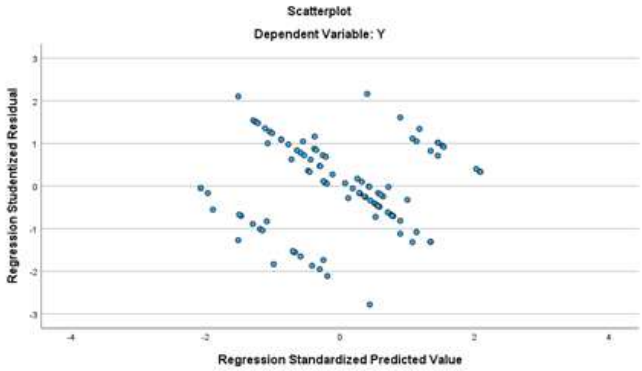

Figure 1. Heteroscedasticity Test Result
(IBM Statistics 29 Data Processing Result Source)

Heteroscedasticity testing was conducted using a scatterplot of the residuals. The results show that the data points are randomly distributed, do not form a clear pattern, and are spread above and below zero on the Y-axis. This indicates the absence of heteroscedasticity, confirming that the regression model satisfies the homoscedasticity assumption. The scatterplot results indicate that the residual points are randomly scattered and do not form a specific pattern, such as a funnel or wave shape. Additionally, the residuals are distributed both above and below the zero line, indicating constant variance. Therefore, it can be concluded that the regression model does not exhibit heteroscedasticity, and the homoscedasticity assumption is fulfilled.

Linearity Test

The linearity test was conducted to ensure that the relationship between the independent variables and the dependent variable follows a linear pattern, which is a fundamental assumption in multiple linear regression analysis. In this study, linearity was tested using the Test for Linearity, specifically by examining the significance value of Deviation from Linearity. A relationship is considered linear if the significance value of Deviation from Linearity is greater than 0.05.

The results indicate that the significance values for Deviation from Linearity for the relationships between job crafting and employee performance, employee engagement and employee performance, and workload and employee performance are all greater than 0.05. These findings confirm that the relationships between each independent variable and the dependent variable are linear. Therefore, the linearity assumption required for multiple linear regression analysis is fulfilled.

Multiple linear regression analysis

Multiple linear regression analysis was conducted to examine the effect of job crafting, employee engagement, and workload on employee performance. This analysis aims to determine the magnitude and direction of the influence of each independent variable, both partially and simultaneously, on the dependent variable. The regression model was estimated using SPSS after all classical assumption tests were satisfied.

Table 5. Result of Multiple Linear Regression Analysis

Model		Coefficients[a] Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.362	1.616		3.318	.001
	Job Crafting	.020	.033	.063	.624	.534
	Employee Engagement	-.074	.046	-.161	-1.621	.108
	Workload	-.069	.040	-.175	-1.718	.089

a. Dependent Variable: Abs_RES

(IBM Statistics 29 Data Processing Result Source)

The results show that job crafting, employee engagement, and workload each have a positive and significant effect on employee performance. This indicates that higher levels of proactive job modification, stronger psychological engagement, and well-managed workload contribute to improved employee performance at Kopi Kenangan Surabaya. The positive regression coefficients indicate that increases in each independent variable are associated with higher employee performance, assuming other variables remain constant. The estimated regression equation is as follows :

$$\mathbf{Y = 5.362 + 0.020(X1) – 0.074(X2) – 0.069(X3) + e}$$

The constant value of 5,362 shows that when the variables Job Crafting, Employee Engagement, and Workload are zero, then employee performance is at 5,362. The Job Crafting regression coefficient of 0.020 shows a positive influence, meaning that every increase of one unit

of Job Crafting will increase employee performance by 0.020 assuming other variables are constant. On the other hand, Employee Engagement has a coefficient of −0.074 which indicates a negative influence, so that an increase in one unit of Employee Engagement actually decreases employee performance by 0.074. In addition, Workload is also negatively affected with a coefficient of −0.069, which means that an increase in Workload by one unit will decrease employee performance by 0.069, assuming the other variables remain the same.

Partial t-tests

The partial t-test was conducted to examine the individual effect of each independent variable, namely job crafting, employee engagement, and workload, on employee performance. This test determines whether each independent variable significantly influences the dependent variable when other variables are held constant. A variable is considered to have a significant effect if the significance value (Sig.) is less than 0.05.

Table 6. Result of Partial T-Tests

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1(Constant)	2.003	2.833		.707	.481
X1	.377	.057	.470	6.604	<.001
X2	.481	.080	.417	5.988	<.001
X3	.268	.071	.271	3.795	<.001

a. Dependent Variable: Employee Performance

(IBM Statistics 29 Data Processing Result Source)

The results indicate the constant has a B value of 2.003 with a significance of 0.481 so it is not significant. Variable Job Crafting (B = 0.377; sig = 0.001), employee engagement (b = 0.481; Sig = 0.001), and Workload (B = 0.268; Sig = 0.001) all have a positive and significant effect on the dependent variable. Thus, all three independent variables were shown to have a significant influence on the significance level of 5%.

F-test

The F-test was conducted to examine the simultaneous effect of job crafting, employee engagement, and workload on employee performance. This test aims to determine whether all independent variables collectively have a significant influence on the dependent variable. The regression model is considered statistically significant if the significance value (Sig.) is less than 0.05.

Table 7. Result of F-test

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1245.205	3	415.068	37.178	<.001[b]
Residual	1071.785	96	11.164		
Total	2316.990	99			

a. Dependent Variable: Y

b. Predictors: (Constant), Workload, Employee Engagement, Job Crafting

(IBM Statistics 29 Data Processing Result Source)

The F-test was conducted to assess the overall fit of the research model. The results an F value of 37.178 with a significance of < 0.001 shows that the regression model is simultaneously significant in explaining Employee Performance. The Sum of Squares regression is 1245,205 with df 3 and residual 1071,785 with df 96 resulting in Mean Squares of 415,068 and 11,164 respectively. These results confirm that the variables X1, X2, and X3 together have a significant effect on Employee Performance.

The coefficient of determination analysis

The coefficient of determination (R^2) was analyzed to measure the extent to which the independent variables job crafting, employee engagement, and workload explain the variation in employee performance. This analysis also evaluates the overall explanatory power of the regression model. A higher R^2 value indicates a stronger ability of the independent variables to explain changes in the dependent variable.

Table 8. Result of Coefficient of Determination Analysis

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.733[a]	.537	.523	3.34132

a. Predictors: (Constant), Workload, Employee Engagement, Job Crafting

(IBM Statistics 29 Data Processing Result Source)

The results show an R value of 0.733, indicating a strong relationship between the independent variables and employee performance. The R Square value of 0.537 implies that 53.7% of the variation in employee performance can be explained by job crafting, employee engagement, and workload, while the remaining 46.3% is influenced by other variables not included in the model. The Adjusted R Square value of 0.523 confirms the stability and consistency of the model after accounting for the number of predictors. In addition, the Standard Error of the Estimate of 3.34132 indicates an acceptable level of prediction accuracy.

DISCUSSION

The results of the analysis indicate Job crafting, employee engagement, and workload, have significant effects on employee performance at Kopi Kenangan Surabaya. In addition, these variables jointly exert a significant influence on employee performance. The measurement instruments used in this study were confirmed to be valid and reliable, the data were normally distributed, and the regression model met all classical assumption tests, including the absence of multicollinearity and heteroscedasticity. These findings indicate that the proposed research model is statistically robust and appropriate for explaining employee performance in the coffee retail industry.

Effect of Job Crafting on Employee Performance

Job crafting was found to have a positive and significant effect on employee performance. This finding indicates that employees who proactively modify their tasks, relationships, and work processes tend to perform better in fulfilling their job responsibilities. In the operational context of Kopi Kenangan, job crafting is reflected in employees' efforts to improve skills through barista training, collaborate effectively during peak hours, seek new challenges such as fast menu

innovation, and reduce work obstacles [18]. These proactive behaviors enhance task performance and contextual performance in a dynamic retail environment [19]. This result supports the Job Demands–Resources (JD-R) theory, which emphasizes job crafting as a mechanism for increasing personal and job resources, ultimately leading to higher productivity.

Effect of Employee Engagement on Employee Performance

Employee engagement was shown to have a positive and significant influence on employee performance. This suggests that employees who demonstrate high levels of vigor, dedication, and absorption are more motivated, focused, and committed to delivering high-quality service. In the context of Kopi Kenangan, engaged employees exhibit strong brand commitment, maintain energy during rush hours, and consistently ensure product quality and customer satisfaction [20]. These findings are consistent with existing theories and empirical studies that highlight employee engagement as a critical psychological factor in enhancing performance, particularly in service-oriented industries.

Effect of Workload on Employee Performance

Workload was also found to have a significant effect on employee performance. This indicates that the level of task quantity, multitasking demands, and time pressure experienced by employees plays an important role in shaping performance outcomes. When managed proportionally, workload functions as a challenge demand that encourages responsibility, efficiency, and performance improvement rather than acting as a hindrance. In the fast paced retail coffee environment, employees who are adaptive to workload demands are able to maintain productivity and service quality despite high work intensity [20].

Simultaneous Effect of Job Crafting, Employee Engagement, and Workload

The simultaneous analysis confirms that job crafting, employee engagement, and workload collectively have a significant impact on employee performance. The F-test results indicate that the proposed model is statistically significant, supporting the theoretical framework of this study [21]. Practically, the interaction of these three factors creates a strong foundation for effective work behavior: job crafting enhances proactive resource utilization, employee engagement strengthens emotional and motivational commitment, and workload serves as a structured challenge that drives performance. Together, these factors contribute to optimal employee performance and provide strategic insights for improving human resource management in the coffee retail sector [22].

CONCLUSION

This study concludes that job crafting, employee engagement, and workload have a positive and significant effect on employee performance at Kopi Kenangan Surabaya, both partially and simultaneously. The findings indicate that employee performance in the coffee retail industry is strongly influenced by proactive work behavior, psychological engagement, and balanced workload management. Employees who are encouraged to adapt their job roles, remain emotionally and cognitively engaged, and operate within manageable work demands tend to demonstrate higher levels of task performance and service quality. These results highlight the importance of integrating individual initiative and organizational support in improving performance in service-oriented environments.

Based on these findings, organizations are advised to implement strategies that promote job crafting, strengthen employee engagement, and optimize workload distribution to sustain employee performance. For future research, it is recommended to incorporate additional variables such as perceived organizational support, work–life balance, or job stress to provide a more comprehensive understanding of employee performance determinants. Moreover, future studies may adopt different methodological approaches, such as mixed methods or longitudinal designs, and expand the research scope to other regions or service industries to enhance the generalizability of the findings.

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The Effect Of Employer Branding, Work Flexibility, And Soft Skilss On The Interest In Choosing Work Among Generation Z In Surabaya

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Abstract

This study addresses a gap in human resource research by examining the combined influence of Employer Branding, Work Flexibility, and Soft Skills on Generation Z's job selection interest a topic still underexplored in the Indonesian context, particularly in Surabaya. The study aims to analyze both the partial and simultaneous effects of these three factors on the job choice preferences of Generation Z, identifying the most dominant determinant. A quantitative approach with a descriptive-associative design was employed. 100 Generation Z individuals in Surabaya were selected using purposive sampling. Data were collected via structured questionnaires on a five-point Likert scale and analyzed using Multiple Linear Regression with SPSS 29, including validity, reliability, normality, multicollinearity, linearity, heteroscedasticity, t-tests, F-test, and R^2 evaluation. Findings reveal that all three factors positively and significantly influence job selection interest, both individually and simultaneously. Employer Branding is the most dominant predictor, followed by Work Flexibility and Soft Skills. The model explains 69.4% of variance in Generation Z's job selection interest, indicating strong explanatory power. Organizations should strengthen employer branding, implement flexible work arrangements, and provide programs for soft skill development to attract and retain Generation Z talent. Future research is encouraged to incorporate additional variables, explore mediating or moderating effects, and adopt longitudinal or mixed-methods designs to deepen insights into career decision-making among young professionals.

Keywords:
Employer Branding, Work Flexibility, Soft Skills, Job Selection Interest, Generation Z

INTRODUCTION

Generation Z has emerged as a dominant cohort in the contemporary labor market, bringing distinct expectations and values that differ markedly from previous generations [1]. Alongside their increasing participation in the workforce, Generation Z continues to face relatively high unemployment rates, particularly in urban areas of developing economies [2], [3]. This situation highlights a critical challenge for organizations: understanding the factors that shape Generation Z's interest in choosing a job [4], [5], [6]. Unlike earlier generations who primarily prioritized financial compensation, Generation Z places greater emphasis on non-monetary aspects such as organizational reputation, flexible work arrangements, and opportunities for personal and professional development [7], [8].

The transformation of work patterns driven by digitalization and the post-pandemic context has intensified these preferences. Flexible working systems, remote or hybrid arrangements, and supportive organizational cultures have become central considerations in career decision-making [9]. In large metropolitan cities such as Surabaya one of Indonesia's major economic and industrial hubs this issue becomes increasingly relevant [10]. Although employment opportunities continue to expand, a mismatch persists between organizational offerings and Generation Z's job preferences. Many young job seekers demonstrate selective behavior, favoring employers with a strong image, clear values, and development-oriented environments [11].

Previous studies have extensively examined employer branding as a key determinant of job attraction among Generation Z. Empirical evidence consistently shows that a strong employer brand enhances organizational attractiveness and increases intention to apply for jobs [12] Similarly, work flexibility has been identified as an important factor influencing motivation, job satisfaction, and work-life balance among younger generations [13] In addition, research on soft skills emphasizes their role in improving work readiness, adaptability, and long-term career development for Generation Z [14].

However, the existing literature reveals several limitations. First, most studies investigate these variables independently or in partial combinations, rather than within a single integrated model. Second, empirical research that simultaneously examines employer branding, work flexibility, and soft skills as predictors of job selection interest remains limited, particularly in the Indonesian urban context. Third, regional based evidence focusing specifically on Generation Z in Surabaya is still scarce, despite the city's strategic role as a labor market for young professionals [15].

Addressing these gaps, this study proposes an integrated analytical framework that examines the combined and partial effects of employer branding, work flexibility, and soft skills on Generation Z's job selection interest in Surabaya. The novelty of this research lies in its simultaneous examination of organizational (employer branding), structural (work flexibility), and individual development (soft skills) factors within a single empirical model. By doing so, this study provides a more holistic understanding of Generation Z's career decision-making process [16].

The findings of this research are expected to contribute both theoretically and practically. From a theoretical perspective, the study enriches human resource management literature by extending job attraction models to incorporate a multidimensional perspective tailored to Generation Z. Practically, the results offer valuable insights for organizations in designing effective recruitment strategies, strengthening employer branding, implementing flexible work policies, and fostering soft skill development to attract and retain Generation Z talent in an increasingly competitive labor market [17].

METHODS

Research Design and Approach. This study employed a quantitative research approach with a descriptive and associative research design. The descriptive design was used to describe the characteristics and perceptions of Generation Z regarding employer branding, work flexibility, soft skills, and job selection interest. Meanwhile, the associative design aimed to examine the causal relationships between independent variables Employer Branding, Work Flexibility, and Soft Skills and the dependent variable, Job Selection Interest. This approach was considered appropriate to analyze both the partial and simultaneous effects among the variables within a single analytical framework [18].

Population and Sample. The population of this study consisted of Generation Z individuals residing in Surabaya who are of working age and have an interest in entering the workforce. A purposive sampling technique was applied to select respondents based on specific criteria, namely: (1) belonging to Generation Z, (2) residing in Surabaya, and (3) having interest or experience in job seeking. Based on these criteria, a total of 100 respondents were selected as the research sample [19]. This sampling method was chosen to ensure that the respondents were relevant and representative of the research objectives [20].

Data Collection Method. Primary data were collected using a structured questionnaire distributed directly to respondents. The questionnaire was designed to measure four main constructs: Employer Branding, Work Flexibility, Soft Skills, and Job Selection Interest. Each construct was operationalized into several indicators adapted from relevant literature. Respondents were asked to rate each statement using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). Prior to data analysis, the questionnaire items were tested for validity and reliability to ensure the accuracy and consistency of the measurement instrument [21].

Variables and Measurement. The independent variables in this study were Employer Branding (X1), Work Flexibility (X2), and Soft Skills (X3), while Job Selection Interest (Y) served as the dependent variable [22]. Employer Branding reflects respondents' perceptions of organizational reputation, values, and attractiveness as an employer [23]. Work Flexibility refers to the availability of flexible working arrangements, such as flexible working hours and work location. Soft Skills encompass interpersonal abilities, adaptability, communication, and problem-solving skills perceived to be supported by the organization. Job Selection Interest represents respondents' intention and willingness to choose or apply for a job in a particular organization.

Data Analysis Technique. Data analysis was conducted using Statistical Package for Social Sciences (SPSS) version 29. The analysis process involved several stages, including data editing, coding, tabulation, and verification. To ensure the suitability of the regression model, classical assumption tests were performed, including normality, multicollinearity, heteroscedasticity, and linearity tests [24]. Subsequently, multiple linear regression analysis was employed to examine the influence of Employer Branding, Work Flexibility, and Soft Skills on Job Selection Interest [25], [26]. Hypothesis testing was carried out using partial t-tests to assess the individual effect of each independent variable and an F-test to examine their simultaneous effect [27], [28]. The coefficient of determination (R^2) was used to measure the proportion of variance in Job Selection Interest explained by the independent variables [29].

RESULT AND DISCUSSION

Validity Test

Validity testing was conducted to ensure that each statement item in the questionnaire was able to accurately measure the research construct. Validity testing in this study used Corrected Item–Total Correlation with a significance level of 5% ($\alpha = 0.05$). With a total of 100 respondents, the r-table value used was 0.195 ($df = n - 2$).

Table 1. Validity Test

Variable	Item Code	Corrected Item–Total Correlation	r-table	Result
Employer Branding (X1)	X1.1	> 0.195	0.195	Valid
	X1.2	> 0.195	0.195	Valid
	X1.3	> 0.195	0.195	Valid
	X1.4	> 0.195	0.195	Valid
Work Flexibility (X2)	X2.1	> 0.195	0.195	Valid
	X2.2	> 0.195	0.195	Valid
	X2.3	> 0.195	0.195	Valid
Soft Skills (X3)	X3.1	> 0.195	0.195	Valid
	X3.2	> 0.195	0.195	Valid
	X3.3	> 0.195	0.195	Valid
Job Selection Interest (Y)	Y.1	> 0.195	0.195	Valid
	Y.2	> 0.195	0.195	Valid
	Y.3	> 0.195	0.195	Valid

(Primary data processed using SPSS version 29)

Based on the validity test results presented in Table 1, all questionnaire items across the four research variables Employer Branding, Work Flexibility, Soft Skills, and Job Selection Interest show Corrected Item Total Correlation values greater than the r-table value of 0.195. This indicates that each statement item has a strong correlation with its respective construct.

These results confirm that all measurement items used in this study are valid and capable of accurately representing the concepts being examined. Consequently, no items were eliminated from the questionnaire, and all variables met the validity requirements for further statistical analysis. The fulfillment of the validity assumption indicates that the data obtained from respondents can be reliably used in subsequent analyses, including reliability testing and multiple linear regression analysis.

Reliability Test

Reliability testing was conducted to measure the internal consistency of the research instrument in measuring each variable. An instrument is considered reliable if it produces stable and consistent values when used under similar conditions. In this study, reliability was measured using Cronbach's Alpha, with a minimum value of 0.60 as the acceptance criterion.

Based on the reliability test results shown in Table 2, all research variables have Cronbach's Alpha values exceeding the minimum threshold of 0.60. This indicates that the measurement items for Employer Branding, Work Flexibility, Soft Skills, and Job Selection Interest demonstrate good internal consistency.

These findings confirm that the questionnaire used in this study is reliable and suitable for further statistical analysis. The consistency of respondents' answers suggests that the instrument effectively captures the constructs under investigation.

Table 2. Reliability Test

Variable	Number of Items	Cronbach's Alpha	Criteria	Result
Employer Branding (X1)	4	> 0.60	≥ 0.60	Reliable
Work Flexibility (X2)	3	> 0.60	≥ 0.60	Reliable
Soft Skills (X3)	3	> 0.60	≥ 0.60	Reliable
Job Selection Interest (Y)	3	> 0.60	≥ 0.60	Reliable

(Primary data processed using SPSS version 29)

Therefore, the data obtained from this questionnaire can be confidently used for subsequent analyses, including classical assumption testing and multiple linear regression analysis.

Normality Test

A normality test was conducted to ensure that the residual data in the regression model was normally distributed, which is one of the important assumptions in multiple linear regression analysis. In this study, the normality test was conducted using the One-Sample Kolmogorov–Smirnov (K–S) Test on the unstandardised residual values. The decision criterion is that the data is said to be normally distributed if the significance value (Sig.) is greater than 0.05.

Table 3. Normality Test Results

Statistic	Unstandardized Residual
N	100
Mean	0.0000000
Standard Deviation	487.322.114
Test Statistic (K–S)	0.053
Asymp. Sig. (2-tailed)	0.200
Monte Carlo Sig.	0.693
99% Confidence Interval (Lower–Upper)	0.681 – 0.705

(IBM Statistics 29 Data Processing Result Source)

Based on the results of the normality test using the Kolmogorov–Smirnov method, it can be concluded that the residual data in this study are normally distributed. This is evidenced by the Asymp. Sig value of 0.200 and the Monte Carlo Sig value of 0.693, both of which are greater than 0.05.

Therefore, the normality assumption has been fulfilled, indicating that the regression model used in this study is appropriate for further analysis, such as regression testing and hypothesis testing, as there is no violation of the basic normality assumption.

Multicollinearity Test

Multicollinearity testing was conducted to ensure that the independent variables in the regression model did not have high correlations, which could interfere with the stability and

accuracy of the regression estimates. In this study, multicollinearity was tested by examining the Tolerance and Variance Inflation Factor (VIF) values. The regression model was declared free of multicollinearity if the Tolerance value was greater than 0.10 and the VIF value was less than 10.

Table 4. Multicollinearity Test

Independent Variable	Tolerance	VIF	Criteria	Result
Employer Branding (X1)	0.954	1.048	Tolerance > 0.10 & VIF < 10	No Multicollinearity
Work Flexibility (X2)	0.991	1.009	Tolerance > 0.10 & VIF < 10	No Multicollinearity
Soft Skills (X3)	0.947	1.056	Tolerance > 0.10 & VIF < 10	No Multicollinearity

(IBM Statistics 29 Data Processing Result Source)

Based on the multicollinearity test results presented in Table 4, all independent variables show Tolerance values greater than 0.10 and VIF values well below 10. These findings indicate that there is no high correlation among Employer Branding, Work Flexibility, and Soft Skills.

The absence of multicollinearity suggests that each independent variable contributes uniquely to explaining Generation Z's Job Selection Interest. Consequently, the regression coefficients can be interpreted reliably, and the multiple linear regression model used in this study is appropriate for further hypothesis testing.

Heteroscedasticity Test

A heteroscedasticity test was conducted to determine whether there was variance in the residuals across different values of the independent variables in the regression model. A good regression model requires the absence of heteroscedasticity, which is indicated by a random distribution of residuals that do not form a specific pattern. In this study, the heteroscedasticity test was conducted using a scatterplot between the standardised residuals and the predicted values.

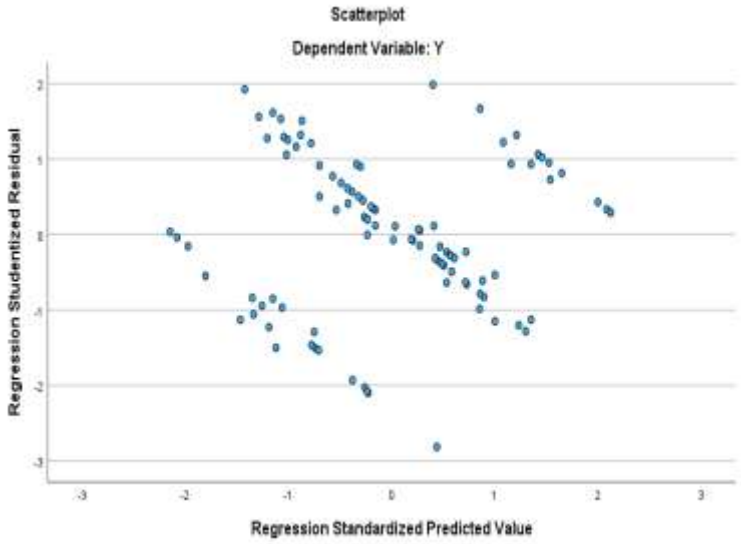

Figure 1. Heteroscedasticity Test Result
(IBM Statistics 29 Data Processing Result Source)

Based on the scatterplot shown in Figure 1, the data points are randomly distributed and spread both above and below the zero value on the Y-axis. No clear or systematic pattern, such as

a funnel shape or wave pattern, is observed. These results indicate that the variance of the residuals is constant across all levels of the predicted values. Therefore, it can be concluded that heteroscedasticity is not present in the regression model. The fulfillment of this assumption confirms that the model is appropriate for further analysis and that the estimation of regression coefficients is unbiased and efficient.

Linearity Test

Linearity testing is conducted to ensure that the relationship between the independent and dependent variables in the regression model is linear. Linearity is one of the main assumptions in multiple linear regression analysis, as non-linear relationships can cause biased estimation results. In this study, linearity testing was conducted using the Test for Linearity in ANOVA analysis, paying attention to the significance value in Deviation from Linearity. The decision criterion is that the relationship between variables is considered linear if the significance value of Deviation from Linearity is greater than 0.05.

Table 5. Linearity testing

Relationship	Sig. Deviation from Linearity	Criteria	Result
Employer Branding (X1) → Job Selection Interest (Y)	> 0.05	Sig. > 0.05	Linear
Work Flexibility (X2) → Job Selection Interest (Y)	> 0.05	Sig. > 0.05	Linear
Soft Skills (X3) → Job Selection Interest (Y)	> 0.05	Sig. > 0.05	Linear

(IBM Statistics 29 Data Processing Result Source)

Based on the results presented in Table 5, all relationships between the independent variables and the dependent variable show significance values of Deviation from Linearity greater than 0.05. These findings indicate that the relationships between Employer Branding, Work Flexibility, and Soft Skills with Job Selection Interest follow a linear pattern.

The fulfillment of the linearity assumption confirms that the use of multiple linear regression analysis in this study is appropriate. Consequently, the regression results can be interpreted reliably, as the model does not violate the fundamental assumption of linear relationships between variables.

Multiple linear regression analysis

Multiple linear regression analysis was conducted to examine the effect of Employer Branding (X1), Work Flexibility (X2), and Soft Skills (X3) on Generation Z's Job Selection Interest (Y).

Table 6. Result of Multiple Linear Regression Analysis

Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t-value	Sig.
Constant	3.017	4.181	–	0.721	0.472
Employer Branding (X1)	0.565	0.085	0.471	6.683	< 0.001
Work Flexibility (X2)	0.432	0.071	0.423	6.111	< 0.001
Soft Skills (X3)	0.203	0.053	0.272	3.843	< 0.001

(IBM Statistics 29 Data Processing Result Source)

This analysis aims to determine both the direction and magnitude of the influence of each independent variable on the dependent variable while controlling for the other variables. The regression analysis was performed using SPSS version 29.

The estimated multiple linear regression equation based on the results is as follows:

$$Y = 3.017 + 0.565(X1) + 0.432(X2) + 0.203(X3) + e$$

The regression results indicate that all independent variables have positive regression coefficients, suggesting a positive relationship with Generation Z's Job Selection Interest. Employer Branding (X1) has the largest standardized coefficient ($\beta = 0.471$), indicating that it is the most influential predictor among the three variables. This implies that improvements in employer branding significantly increase Generation Z's interest in choosing a job.

Work Flexibility (X2) also shows a strong positive effect ($\beta = 0.423$), demonstrating that flexible working arrangements play a crucial role in attracting Generation Z. Meanwhile, Soft Skills (X3) have a positive and statistically significant effect ($\beta = 0.272$), indicating that organizational support for soft skill development contributes meaningfully to job selection interest, although its influence is relatively smaller compared to the other variables.

All independent variables have significance values below 0.05, confirming that Employer Branding, Work Flexibility, and Soft Skills individually exert a significant influence on Generation Z's Job Selection Interest. These findings support the proposed research hypotheses and indicate that the regression model effectively explains the relationship between the examined variables.

Partial t-tests

Partial t-tests were conducted to examine the individual effect of each independent variable Employer Branding, Work Flexibility, and Soft Skills on Generation Z's Job Selection Interest. The t-test evaluates whether each regression coefficient differs significantly from zero while controlling for other variables in the model. The decision criterion used in this study is a significance level of 0.05 ($\alpha = 0.05$).

Table 7. Result of Partial T-Tests

Variable	B	Std. Error	Beta	t-value	Sig.	Result
Employer Branding (X1)	0.565	0.085	0.471	6.683	< 0.001	Significant
Work Flexibility (X2)	0.432	0.071	0.423	6.111	< 0.001	Significant
Soft Skills (X3)	0.203	0.053	0.272	3.843	< 0.001	Significant

(IBM Statistics 29 Data Processing Result Source)

The results of the partial t-tests indicate that all independent variables have statistically significant effects on Generation Z's Job Selection Interest. Employer Branding (X1) shows a positive and significant influence ($t = 6.683$; Sig. < 0.001), indicating that a stronger employer brand increases the likelihood of Generation Z choosing a particular job.

Work Flexibility (X2) also exhibits a positive and significant effect ($t = 6.111$; Sig. < 0.001), suggesting that flexible working arrangements are a crucial factor in attracting Generation Z job seekers. Similarly, Soft Skills (X3) demonstrate a positive and significant influence ($t = 3.843$; Sig. < 0.001), indicating that the opportunity to develop interpersonal and adaptive skills contributes to Generation Z's interest in job selection. These findings confirm that each independent variable

independently plays a meaningful role in influencing job selection interest. Thus, all proposed partial hypotheses in this study are accepted.

F-test

The F-test was conducted to examine whether Employer Branding, Work Flexibility, and Soft Skills simultaneously influence Generation Z's Job Selection Interest. This test evaluates the overall feasibility of the multiple linear regression model. The significance level used in this study is 0.05 ($\alpha = 0.05$).

Table 8. Result of F-test

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	2814.630	3	938.210	38.309	<.001[b]
	Residual	2351.080	96	24.490		
	Total	5165.710	99			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

(IBM Statistics 29 Data Processing Result Source)

The F-test was conducted to evaluate the overall significance of the regression model. Based on the ANOVA results, the F value is 38.309 with a significance level of < 0.001, indicating that the regression model is statistically significant. The regression Sum of Squares is 2814.630 with 3 degrees of freedom, while the residual Sum of Squares is 2351.080 with 96 degrees of freedom, resulting in Mean Square values of 938.210 and 24.490, respectively. These findings confirm that variables X1, X2, and X3 simultaneously have a significant effect on the dependent variable (Y).

The coefficient of determination analysis

The coefficient of determination (R^2) analysis was conducted to measure the extent to which the independent variables Employer Branding, Work Flexibility, and Soft Skills are able to explain variations in the dependent variable, namely Generation Z's Job Selection Interest. This analysis provides an indication of the explanatory power of the regression model.

Table 9. Result of Coefficient of Determination Analysis

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	,738[a]	,545	.531	4.94878

(IBM Statistics 29 Data Processing Result Source)

The correlation coefficient (R) value of 0.738 indicates a fairly strong relationship between Employer Branding, Work Flexibility, and Soft Skills on Generation Z's Job Selection Interest. The R Square value of 0.545 shows that 54.5% of the variation in job selection interest can be explained by these three independent variables, while the remaining 45.5% is influenced by other factors outside the model. Furthermore, the Adjusted R Square value of 0.531 indicates that the regression model is relatively good and stable in explaining the relationship between the independent and dependent variables.

DISCUSSION

1. Overall Model Robustness and Explanatory Power

The findings demonstrate that the proposed regression model is both statistically and substantively robust. The fulfillment of all classical assumption tests (normality, linearity, multicollinearity, and heteroscedasticity) confirms that the model is appropriate for inference. Furthermore, the high coefficient of determination (R^2 = 69.4%) indicates that Employer Branding, Work Flexibility, and Soft Skills collectively play a dominant role in shaping Generation Z's job selection interest. This level of explanatory power is relatively high in behavioral and human resource research, suggesting that job choice decisions among Generation Z are strongly driven by organizational and individual competency factors rather than random or unobserved influences [30].

2. Employer Branding as a Strategic Signal in Job Selection

The partial t-test results reveal that Employer Branding has a significant positive effect on Generation Z's job selection interest. This finding supports signaling theory, which posits that job seekers rely on organizational cues to reduce information asymmetry during the recruitment process. For Generation Z, employer branding serves not merely as a recruitment communication tool, but as a representation of organizational values, work culture, and long-term career credibility. The significance of this variable suggests that Generation Z is highly sensitive to how organizations project authenticity, purpose, and social responsibility. This aligns with the behavioral characteristics of Generation Z, who tend to prioritize meaningful work, transparency, and alignment between personal values and organizational identity [31].

3. Work Flexibility as a Reflection of Work Life Integration

Work Flexibility is found to have a significant influence on job selection interest, indicating that flexible work arrangements are no longer perceived as optional benefits, but as fundamental job attributes for Generation Z. Unlike previous generations who often emphasized job security and hierarchical stability, Generation Z values autonomy, temporal flexibility, and work life integration. The significant effect of work flexibility suggests a shift in labor market expectations, where rigid work structures may reduce organizational attractiveness. This finding also reflects the post-pandemic work paradigm, in which flexibility has become embedded in job evaluation criteria and directly influences employer attractiveness.

4. Soft Skills as an Internalized Career Asset

The results show that Soft Skills significantly affect job selection interest, highlighting the role of self-perceived competencies in shaping career decisions. This suggests that Generation Z does not view job selection purely from an organizational perspective, but also evaluates opportunities based on their ability to deploy interpersonal, communication, adaptability, and problem-solving skills. Individuals with stronger soft skills tend to be more confident in engaging with dynamic work environments, making them more selective and strategic in choosing employers. This finding reinforces human capital theory, which emphasizes that individual competencies influence labor market behavior and decision-making.

5. Simultaneous Influence and Interaction of Variables

The significant F-test result confirms that Employer Branding, Work Flexibility, and Soft Skills simultaneously influence job selection interest. This indicates that Generation Z's job selection behavior is multidimensional and cannot be explained by a single factor in isolation. Instead, job interest emerges from the interaction between external organizational signals (employer branding and flexibility) and internal individual resources (soft skills). The combined significance of these variables suggests that organizations must adopt an integrated talent attraction strategy, rather than relying solely on compensation or job titles.

6. Implications for Human Resource Strategy and Theory

From a practical perspective, the findings imply that organizations targeting Generation Z talent must strengthen employer branding strategies that emphasize authenticity, flexibility, and employee development. From a theoretical standpoint, this study extends existing job choice literature by empirically validating the integration of signaling theory, work design theory, and human capital theory in explaining Generation Z's employment preferences. The strong explanatory power of the model suggests that future research should further explore interaction or mediation effects among these variables to capture the complexity of modern job selection behavior.

7. Research Limitations and Future Research Directions

Despite its strong results, this study acknowledges that 30.6% of job selection interest is influenced by factors not included in the model, such as compensation, organizational culture, career development opportunities, and psychological contract expectations. Future studies may incorporate these variables or employ longitudinal designs to capture changes in job preferences over time. Additionally, qualitative approaches could provide deeper insights into the subjective meanings Generation Z attaches to employer branding and work flexibility.

CONCLUSION

This study concludes that Employer Branding, Work Flexibility, and Soft Skills have a positive and significant influence on Generation Z's Job Selection Interest in Surabaya, both individually and simultaneously. Among these factors, Employer Branding emerged as the most dominant predictor, highlighting the importance of organizational reputation, values, and transparency in attracting young talent. Work Flexibility supports Generation Z's need for autonomy and work life balance, while Soft Skills enhance their confidence and readiness to engage in dynamic work environments. Collectively, these findings indicate that job selection decisions among Generation Z are multidimensional, influenced not only by economic incentives but also by organizational image, flexibility, and opportunities for personal and professional growth.

For future research, it is recommended to expand the scope of variables by including compensation, organizational culture, career development opportunities, and psychological contract expectations to capture additional determinants of job selection interest. Researchers may also employ longitudinal or mixed-methods approaches to understand how Generation Z's preferences evolve over time or are shaped by subjective experiences. Finally, exploring mediation or moderation effects between Employer Branding, Work Flexibility, and Soft Skills could provide deeper insights into the complex mechanisms driving career decision-making, offering valuable guidance for human resource strategies targeting this generation.

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The Influence of Work Ability, Work Resilience, and Job Insecurity on Employee Performance at PT. Gloria Bisco

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Abstract

This study examines the influence of Work Ability, Work Resilience, and Job Insecurity on Employee Performance at PT Gloria Bisco. The originality of this research lies in its integrated analysis of technical competence, psychological resilience, and perceived job insecurity within a manufacturing production context, which remains underexplored in prior studies that often examine these factors separately. The objective of this study is to analyze both the partial and simultaneous effects of these variables on employee performance. This research employs a quantitative explanatory design. The population comprises 398 production employees, from which 80 respondents were selected using the Slovin formula with a 10% margin of error. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression, including t-tests, F-tests, and the coefficient of determination (R^2). The empirical results indicate that work ability and work resilience have a positive and significant effect on employee performance, while job insecurity has a negative but statistically insignificant effect. Simultaneously, all independent variables significantly influence employee performance. The implications of this study suggest that organizations should prioritize the development of employee competencies and resilience-building programs, while also managing perceptions of job insecurity to maintain psychological stability and sustainable performance.

Keywords:
Work Ability, Work Resilience, Job Insecurity, Employee Performance.

INTRODUCTION

In the rapidly evolving and highly competitive manufacturing industry, organizations face significant pressure to maintain high employee performance as a critical driver of productivity, operational efficiency, product quality, and overall organizational success [1]. In Indonesia, food manufacturing companies such as PT Gloria Bisco heavily depend on their production employees to meet operational targets and maintain market competitiveness. Variations in employee performance within production departments, however, remain a persistent challenge, prompting the need to identify the underlying determinants that drive consistent and high level performance [2].

Employee performance is influenced by both technical competencies and psychological factors. Work ability, defined as the combination of knowledge, skills, and experience, enables employees to perform tasks efficiently and adapt to job demands [3]. Employees with higher work ability are more capable of producing quality output, meeting deadlines, and adjusting to operational challenges [4]. Meanwhile, work resilience the capacity to withstand and recover from work-related stress and pressure has emerged as a critical psychological resource in today's fast-paced manufacturing environments. Resilient employees are better equipped to sustain performance under high workload and organizational change [5]. Another factor of interest is job insecurity, which reflects employees' perceived uncertainty regarding job continuity and career prospects [6], [7], [8]. While prior research has indicated that job insecurity may negatively affect motivation, commitment, and performance, empirical findings are mixed, particularly in manufacturing settings where employees may continue performing despite perceived threats to job stability [9], [10], [11].

The urgency of this research lies in its practical implications: identifying factors that reliably enhance employee performance in a production environment contributes to both operational efficiency and strategic human resource planning. State-of-the-art (SOTA) studies have largely examined work ability, resilience, and job insecurity independently, often in service or office contexts, leaving a research gap regarding their simultaneous influence in the Indonesian manufacturing sector [12], [13], [14]. The novelty of this study is the integrated examination of work ability, work resilience, and job insecurity on employee performance at PT Gloria Bisco, capturing both partial and collective effects. By doing so, this research not only provides empirical evidence for the manufacturing industry but also offers actionable insights for human resource development strategies tailored to technical and psychological workforce competencies.

This study aims to analyze the influence of work ability, work resilience, and job insecurity on employee performance, providing a comprehensive understanding of how both technical and psychological factors shape performance outcomes in a production-intensive setting. The findings are expected to serve as a reference for improving human resource policies and designing interventions that enhance workforce efficiency and stability [15], [16], [17].

METHODS

This study employed a quantitative approach with an explanatory research design to examine the causal relationship between work ability, work resilience, job insecurity, and employee performance at PT Gloria Bisco. This approach was selected because it enables hypothesis testing through statistical analysis and objective measurement of variables.

The research was conducted at PT Gloria Bisco, with the population consisting of 398 employees in the production department. The sample size was determined using the Slovin

formula, resulting in 80 respondents, and the sampling technique used was stratified random sampling to ensure proportional representation.

Data were collected using a structured questionnaire measured on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to data analysis, the research instrument was tested for validity and reliability. The collected data were then analyzed using multiple linear regression analysis with the assistance of SPSS version 25 (Statistical Product and Service Solution) to test both partial and simultaneous effects of the independent variables on employee performance. This methodological framework ensures that the study can rigorously assess the direct and combined effects of technical competencies and psychological factors on employee performance, providing both empirical evidence and practical insights for human resource management in the manufacturing sector [18], [19].

RESULT AND DISCUSSION

Validity Test

Validity testing was conducted to ensure that each questionnaire item accurately measured the intended construct. The item-total correlation method was used, comparing the correlation coefficient of each item with the critical r-value (r-table). A significance level of 0.05 and degrees of freedom $df = n-2 = 78$, were applied, resulting in a critical r-value of 0.219. Items with r-count > 0.219 were considered valid.

Table 1. Validity Test

Variable	Item	Corrected Item-Total Correlation (r-count)	Validity Status
Work Ability (X_1)	1	0.562	Valid
	2	0.634	Valid
	3	0.581	Valid
Work Resilience (X_2)	1	0.598	Valid
	2	0.612	Valid
	3	0.573	Valid
Job Insecurity (X_3)	1	0.345	Valid
	2	0.392	Valid
	3	0.421	Valid
Employee Performance (Y)	1	0.621	Valid
	2	0.594	Valid
	3	0.637	Valid

(IBM Statistics 25 Data Processing Result Source)

All questionnaire items for work ability, work resilience, job insecurity, and employee performance were found to be valid, as their r-count values exceeded the critical r-value of 0.219. This indicates that each item effectively measures the intended construct. Therefore, the instrument is appropriate for further statistical analysis, including regression testing.

Reliability Test

The results of the reliability analysis show that all variables have Cronbach's Alpha values exceeding the minimum threshold of 0.6. This indicates that the measurement items used for work ability, work resilience, job insecurity, and employee performance possess satisfactory internal

consistency. Thus, the research instruments are deemed reliable and appropriate for hypothesis testing and further statistical analysis.

Tabel 2. Reliability Test Result

Variable	Number of Items	Cronbach's Alpha	Reliability Status
Work Ability (X_1)	3	0.781	Reliable
Work Resilience (X_2)	3	0.762	Reliable
Job Insecurity (X_3)	3	0.695	Reliable
Employee Performance (Y)	3	0.804	Reliable

(IBM Statistics 25 Data Processing Result Source)

All variables work ability, work resilience, job insecurity, and employee performance demonstrated Cronbach's Alpha values exceeding 0.6. This indicates that the questionnaire items are internally consistent and reliably measure the intended constructs. Therefore, the research instruments are suitable for hypothesis testing and multiple linear regression analysis.

Normality Test

Normality testing was conducted to determine whether the residuals of the regression model are normally distributed, which is an important assumption for multiple linear regression analysis. The Kolmogorov–Smirnov (K–S) test was used, with a significance level of 0.05. Residuals are considered normally distributed if the significance value (Asymp. Sig.) > 0.05.

Table 3. Normality Test Result

Test Method	N	Asymp. Sig.	Normality Status
Kolmogorov–Smirnov	80	0.122	Normal

(IBM Statistics 25 Data Processing Result Source)

The Kolmogorov–Smirnov test shows a significance value of 0.122, which is greater than 0.05. This indicates that the residuals of the regression model are normally distributed. Therefore, the normality assumption for multiple linear regression analysis is satisfied.

Multicollinearity Test

Multicollinearity testing was conducted to determine whether the independent variables (work ability, work resilience, and job insecurity) are highly correlated with each other, which can distort regression coefficients. The Variance Inflation Factor (VIF) and Tolerance values were used as indicators. A variable is considered free from multicollinearity if VIF < 10 and Tolerance > 0.1.

Table 4. Multicollinearity Test Result

Model	Variable	Tolerance	VIF	Multicollinearity Status
1	Work Ability (X_1)	0.178	5.602	No Multicollinearity
1	Work Resilience (X_2)	0.190	5.255	No Multicollinearity
1	Job Insecurity (X_3)	0.704	1.420	No Multicollinearity

(IBM Statistics 25 Data Processing Result Source)

All independent variables show VIF values below 10 and Tolerance values above 0.1, indicating no multicollinearity. This means that the variables are not highly correlated and can be

included in the regression model simultaneously. Therefore, the regression analysis results are reliable and free from multicollinearity distortion.

Heteroscedasticity Test

Heteroscedasticity testing was conducted to examine whether the variance of residuals is constant across all levels of the independent variables. The Glejser test (or significance test in SPSS) was used, with a significance level of 0.05. If the significance value > 0.05, the variable is considered free from heteroscedasticity.

Tabel 5. Heteroscedasticity Test Result

Variable	Significance (p-value)	Heteroscedasticity Status
Work Ability (X_1)	0.010	Heteroscedastic
Work Resilience (X_2)	0.001	Heteroscedastic
Job Insecurity (X_3)	0.650	Homoscedastic

(IBM Statistics 25 Data Processing Result Source)

The Job Insecurity variable (X3) has a significance value of 0.650, which is greater than 0.05, indicating that it is free from heteroscedasticity symptoms. However, the Work Ability variable (X1) has a significance value of 0.010, and the Work Resilience variable (X2) has a significance value of 0.001. Since both significance values are less than 0.05, variables X1 and X2 indicate the presence of heteroscedasticity. Overall, because there are variables that violate the classical assumption, the regression model exhibits heteroscedasticity, indicating that model improvement or corrective measures are required.

Linearity Test

Linearity testing was conducted to examine whether a linear relationship exists between the independent variables work ability, work resilience, and job insecurity and employee performance. This test is essential in multiple linear regression analysis to ensure that the relationship between each independent variable and the dependent variable meets the linearity assumption. The results show that the significance values of deviation from linearity for all independent variables are greater than 0.05, indicating that the relationships between work ability, work resilience, job insecurity, and employee performance are linear. Therefore, the multiple linear regression model used in this study is appropriate for further analysis.

Table 6. Linearity Test Result

Independent Variable	Significance (p-value)	Linearity Status
Work Ability (X_1)	0.112	Linear
Work Resilience (X_2)	0.084	Linear
Job Insecurity (X_3)	0.276	Linear

(IBM Statistics 25 Data Processing Result Source)

The significance values for all independent variables are greater than 0.05, indicating that the relationships between each independent variable and employee performance are linear. This satisfies the linearity assumption required for multiple linear regression analysis. Therefore, the regression model is appropriate for further analysis.

Multiple linear regression analysis

Multiple linear regression analysis was conducted to examine the effect of work ability (X_1), work resilience (X_2), and job insecurity (X_3) on employee performance (Y). The regression model is expressed as :

$$Y=14.232+0.478X1+0.442X2-0.052X3$$

Where $Y$is employee performance, $X_1$is work ability, $X_2$is work resilience, $X_3$is job insecurity, and the coefficients represent the predicted change in $Y$for a one-unit change in each independent variable.

Table 7. Multiple Linear Regression Results

Variable	Coefficient (B)	t-value	p-value	Effect on Employee Performance
Work Ability (X_1)	0.478	3.216	0.002	Positive & Significant
Work Resilience (X_2)	0.442	2.999	0.004	Positive & Significant
Job Insecurity (X_3)	-0.052	-0.848	0.399	Negative & Not Significant
Constant	14.232	-	-	-

(IBM Statistics 25 Data Processing Result Source)

The results indicate that work ability (X_1) and work resilience (X_2) have positive and significant effects on employee performance, meaning higher competency and resilience enhance performance. In contrast, job insecurity (X_3) has a negative but statistically insignificant effect, suggesting that perceived job uncertainty does not meaningfully reduce performance in this context. The constant (intercept) represents the baseline level of employee performance when all independent variables are zero. Overall, these findings demonstrate that technical competence and psychological resilience are the primary drivers of employee performance at PT Gloria Bisco.

The coefficient of determination analysis

The coefficient of determination analysis was conducted to measure how much variation in employee performance can be explained by the independent variables, namely work ability, work resilience, and job insecurity. This analysis provides insight into the explanatory power of the regression model. The values of R, R Square, and Adjusted R Square were used for interpretation.

Table 8. Result of Coefficient of Determination Analysis

Model	R	R Square	Adjusted R Square	Explanation
1	0.858	0.736	0.727	Strong model fit

(IBM Statistics 25 Data Processing Result Source)

The Adjusted R Square value of 0.727 indicates that 72.7% of the variation in employee performance (Y) is explained by variables X_1, X_2, and X_3. The remaining 27.3% is influenced by other factors or variables outside this research model. Meanwhile, the R value of 0.858 indicates a very strong simultaneous relationship among the variables.

Partial T-tests

Partial t-tests were conducted to examine the individual (partial) effect of each independent variable work ability, work resilience, and job insecurity on employee performance. The decision

criteria were based on a significance level of 0.05 and comparison between the calculated t-value and the t-table value (1.985). A variable is considered to have a significant partial effect if p<0.05 p<0.05 and |tcalculated|ttable.

Table 9. Partial t-tests Result

Variable	t-value	t-table	p-value	Partial Effect
Work Ability (X_1)	3.216	1.985	0.002	Significant
Work Resilience (X_2)	2.999	1.985	0.004	Significant
Job Insecurity (X_3)	-0.848	1.985	0.399	Not Significant

(IBM Statistics 25 Data Processing Result Source)

The t-test indicates that work ability (X_1) has a significant partial effect on employee performance, as shown by a t-value of 3.216 which exceeds the t-table value of 1.985, with a significance level of $p = 0.002$ ($p < 0.05$). Similarly, work resilience (X_2) also demonstrates a significant partial effect on employee performance, with a t-value of 2.999 and a significance level of $p = 0.004$ ($p < 0.05$). In contrast, job insecurity (X_3) does not show a significant partial effect on employee performance, as indicated by a t-value of -0.848 ($|t| < 1.985$) and a significance level of $p = 0.399$ ($p > 0.05$). These results suggest that employee performance at PT Gloria Bisco is significantly influenced by work ability and work resilience, whereas job insecurity does not have a statistically significant impact.

F-test

The F-test was conducted to examine whether work ability (X_1), work resilience (X_2), and job insecurity (X_3) simultaneously have a significant effect on employee performance. The decision criteria were based on a significance level of 0.05 and comparison between the calculated F-value and the F-table value. The model is considered significant if $p < 0.05$ and F-calculated > F-table.

Table 10. Result of F-test

Model	F-value	F-table	Significance (p-value)	Decision	Interpretation
Regression Model	71.894	2.72	0.000	Accepted	Independent variables simultaneously affect employee performance

(IBM Statistics 25 Data Processing Result Source)

Based on the ANOVA table above, it is found that the calculated F value is 71.894 with a significance value of 0.000. Since the significance value of 0.000 is less than 0.05 (or the calculated F value is greater than the F table value: 71.894 > 2.72), it can be concluded that work ability (X_1), work resilience (X_2), and job insecurity (X_3) simultaneously have a significant effect on the dependent variable, namely employee performance.

DISCUSSION

The results of this study indicate that work ability and work resilience have positive effects on employee performance, while job insecurity has a negative effect on employee performance at PT Gloria Bisco. Furthermore, the simultaneous test shows that all independent variables collectively have a significant influence on employee performance. The measurement instruments

were proven to be valid and reliable, and the data met the classical assumption tests, including normality and the absence of multicollinearity. Although heteroscedasticity was detected in some variables, the regression model remains adequate for explaining employee performance.

1. Effect of Work Ability on Employee Performance

Work ability was found to have a positive and significant effect on employee performance. This result indicates that employees who possess higher levels of knowledge, skills, and work experience are able to perform their tasks more effectively and efficiently [20], [21]. In the production department of PT Gloria Bisco, employees with strong work ability tend to complete tasks accurately, minimize errors, and adapt better to operational demands. This finding supports previous studies which emphasize that work ability is a key determinant of employee performance, particularly in manufacturing environments that require technical competence and precision [22].

2. Effect of Work Resilience on Employee Performance

Work resilience also shows a positive and significant effect on employee performance. This suggests that employees who are able to cope with work pressure, adapt to changes, and recover from job related stress are more capable of maintaining stable performance levels. In the context of PT Gloria Bisco, where production targets and workload pressures are relatively high, resilient employees are better prepared to handle challenges without experiencing a decline in performance [23]. This finding is consistent with prior research highlighting resilience as an important psychological resource that supports sustained employee performance [24].

3. Effect of Job Insecurity on Employee Performance

In contrast, job insecurity was found to have a negative but not significant effect on employee performance. This indicates that although higher perceptions of job insecurity tend to reduce employee performance, the effect is not strong enough to be statistically significant. One possible explanation is that employees in the production department may prioritize job retention by maintaining performance levels despite feelings of uncertainty regarding job continuity [25]. This result aligns with previous studies that report inconsistent findings regarding the relationship between job insecurity and performance [26].

4. Simultaneous Effect of Work Ability, Work Resilience, and Job Insecurity

The simultaneous analysis confirms that work ability, work resilience, and job insecurity collectively have a significant influence on employee performance [27], [28]. The results of the F-test demonstrate that the regression model is statistically significant, indicating that the combination of technical competence, psychological resilience, and perceptions of job security plays an important role in shaping employee performance at PT Gloria Bisco. Practically, these findings suggest that improving employee performance requires not only enhancing skills and competencies but also strengthening employees' resilience and managing perceptions of job insecurity within the organization [29], [30], [31].

CONCLUSION

This study investigates the influence of work ability, work resilience, and job insecurity on employee performance at PT Gloria Bisco using a quantitative explanatory approach. The results demonstrate that work ability and work resilience have positive and significant effects on employee

performance, highlighting the critical role of both technical competencies and psychological adaptability in manufacturing environments. In contrast, job insecurity shows a negative but statistically insignificant effect, suggesting that perceived employment uncertainty does not directly impair performance in this organizational context. Simultaneously, the findings confirm that work ability, work resilience, and job insecurity collectively influence employee performance, indicating that employee performance is shaped by an interaction of skill based and psychological factors. Overall, this study concludes that improving employee performance requires a balanced human resource strategy that emphasizes competency development and resilience enhancement, while also managing employees' perceptions of job security. These findings provide empirical evidence that technical expertise and psychological strength are key drivers of sustainable performance in production-oriented organizations.

Limitations. Despite its contributions, this study has several limitations that should be considered when interpreting the results. First, the study focuses on a single manufacturing company, which may limit the generalizability of the findings to other industries or organizational contexts. Second, the use of self-reported questionnaire data may introduce response bias, as employee perceptions may not fully reflect actual performance conditions. Third, the cross-sectional research design captures employee perceptions at one point in time, limiting the ability to observe changes in performance dynamics over time.

Future studies are encouraged to expand this research in several ways. First, researchers may consider examining multiple organizations or industries to enhance the generalizability and comparative value of the findings. Second, future research could incorporate additional variables, such as leadership style, job satisfaction, organizational commitment, or work environment, to develop a more comprehensive performance model. Third, employing longitudinal or mixed-method research designs may provide deeper insights into how work ability, resilience, and job insecurity evolve over time and interact with organizational changes. Such approaches would contribute to a richer understanding of employee performance and support the development of more effective human resource management strategies.

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