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Editor's Introduction

Assalamu'alaikum Wr. Wb.

All praise and gratitude we pray to Allah SWT because of His blessings, mercy, taufiq, and guidance, Jurnal MANDIRI: Ilmu Pengetahuan, Seni, dan Teknologi, can be published again. Sixteenth Edition, Vol. 8, No. 2, December 2024, of course it is very proud and happy for us as managers.

Alhamdulillah, based on the Decree of the Director General of Strengthening Research and Development of the Ministry of Research, Technology and Higher Education of the Republic of Indonesia, Number 36/E/Kpt/2019 concerning the Scientific Journal Accreditation Ranking Period VII of 2019 as of December 13, 2019, starting from Vol. 3, No. 1, June 2019, Jurnal MANDIRI Accreditation rose to SINTA 4 rank.

Then based on the Decree of the Directorate General of Higher Education, Research, and Technology of the Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia Number: 230/E/KPT/2022 concerning the Accreditation Ranking of Scientific Journals for Period IV of 2022, dated December 30, 2022, the MANDIRI Journal again received SINTA 4 Ranking Accreditation starting from Volume 6 Number 1 of 2022 to Volume 10 Number 2 of 2026.

As for the coverage in the Jurnal MANDIRI: Ilmu Pengetahuan, Seni, dan Teknologi, these are ideas or ideas as well as the results of studies and scientific works both originating from research and community service with the aim of advancing science, art, and technology. In addition, the existence of this journal is expected to be a means for improving the competence of lecturers and also as an alternative for the general public in publishing their work.

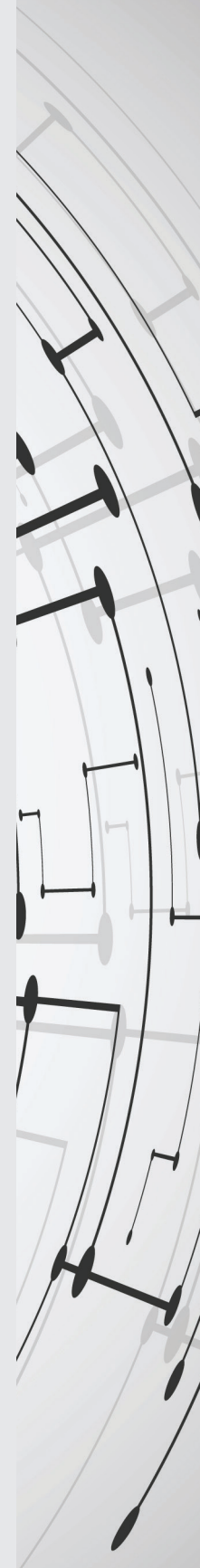
We realize, in this sixteenth publication, there are still many shortcomings. For this reason, we welcome criticism and suggestions for improvement in the next edition. Criticisms and suggestions can be sent to the editorial address of Jurnal MANDIRI.

In closing, we invite Mr/Mrs/Mr. to be able to fill out this journal.

Thanks and happy reading.

Wassalamu'alaikum Wr. Wb.

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The background of the page is a large, curved musical staff that curves from the bottom left towards the top right. It contains various musical notes, stems, and beams, all rendered in a dark grey color. The staff is set against a light grey background with faint, concentric circular lines.

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The Effect of Consumer's Feced Values on Continuous Purchase Intention and Trust in Streamers as Mediation in E-Commerce Live-Streaming

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Abstract

This study examines the influence of consumer perceived value on repeat purchase intention in live-streaming e-commerce, considering the mediating role of consumer trust. Based on the stimulus-organism-response (SOR) model, this study examines how stimuli in the form of utilitarian values, such as product quality, hedonic value, social value, and symbolic value offered by streamers in live streaming can trigger a psychological response in the form of consumer trust. This trust is hypothesized to mediate the relationship between these values and repeat purchase intentions. Using a quantitative approach with a sample of 205 respondents active in live streaming e-commerce, the results show that the four values perceived by consumers significantly affect trust in the streamer. Furthermore, this trust is shown to mediate the relationship between these values and repeat purchase intentions. These findings underscore the importance for streamers to focus not only on the functional aspects of the product (utilitarian value) but also on the emotional (hedonic value), social (social value), and symbolic (symbolic value) aspects in building strong relationships with consumers. Thus, streamers can design more effective marketing strategies to encourage consumers to make repeat purchases and increase loyalty to the platform.

Keywords: Live Streaming, Perceived Value, Repeat Purchase, Streamer

INTRODUCTION

Digital development continues to increase daily and enters various aspects of life. Several areas of people's lives, including work and business, will continuously adapt to digital progress. In the business sector, digital innovation is the main instrument supporting increased sales and revenue and is a key strategy in expanding market share and improving company performance. Along with business progress in Indonesia, many marketing strategies have shifted from conventional approaches to digital marketing (Primadewi et al., 2022).

The internet's increasing prevalence has become a key driver for businesses to manage and expand their operations. Information and communication technology advancement has far-reaching impacts across various economic, social, and cultural sectors, influencing lifestyle and consumption trends. Businesses now primarily utilize information and communication technology to promote their brands and expand their market reach. From promotions to transactions, e-commerce has provided various shopping options for consumers without visiting physical stores. This change illustrates the shift in marketing from offline to online globally. The marketing strategies implemented by several of these businesses offer convenience in providing product information and facilitating transactions through Internet platforms (Puspitarini & Nuraeni, 2019).

As reported by CNBC Indonesia, in 2023, e-commerce platforms continue to develop new features to improve the shopping experience. Live streaming has become a significant pull factor, increasing people's interest in shopping and becoming a key strategy for business actors, including local brands and Micro, Small, and Medium Enterprises (MSMEs), in sales activities. E-commerce players in Indonesia, such as Shopee, TikTok, Tokopedia, and Lazada, also compete to play an essential role in shaping this trend.

A recent survey by IPSOS Indonesia, a leading global market research firm, found that Shopee Live is the most popular live-streaming feature

among local brands and MSMEs. Shopee Live is the most widely recognized live streaming platform, with 96% brand and MSME awareness. This is followed by TikTok Live (87%), Lazada Live (71%), and Tokopedia Play (62%). The small micro medium and enterprises (SMEs) industry that uses live streaming must improve the streamer's ability to sell its products. The fashion and cosmetics industry has grown a lot. The small micro medium and enterprises (SMEs) sell live streaming.

Live streaming delivers sound and images in real-time via the internet, allowing viewers to feel at the event's location. By reducing technical and complicated requirements, this online streaming media broadcasts content live via the internet (Zheng et al., 2023). Through live streaming, entrepreneurs can introduce products, promote businesses, receive information, interact directly with customers, and build two-way relationships with them. This modern technological concept helps distribute content and media broadcasting more economically (Yang et al., 2024).

Live streaming commerce (LSC) is an innovation in e-commerce that combines buying and selling with real-time social interaction. Consumers can interact directly with the broadcaster through the streaming platform, creating a more personalized and engaging shopping experience. This feature allows consumers to ask questions, negotiate, and even experience products before buying (Cai & Wohn, 2019). Public interest in LSC continues to increase, along with the quality of product information delivered thoroughly. The pleasant shopping experience, the feeling of product ownership, and the intense direct interaction with the broadcaster have attracted the attention of many consumers (Wongkitrungrueng et al., 2020).

With LSC, the online shopping experience becomes more real and interactive. Consumers feel like they are in a physical store, where they can see, hear, and even feel the product directly through real-time interaction with the live streamer. This makes consumers feel more confident about their desired products and encourages them to transact (He & Jin, 2024; Hu & Chaudhry, 2020;

Wongkitrungrueng et al., 2020). Live streaming in e-commerce generally helps companies reduce the gap between products and consumers. Live streaming also acts as an important promotional tool and increases the likelihood of converting purchasing decisions while creating an interactive customer experience. Therefore, creative and attention-grabbing live streaming is an effort to follow the growing digital trends and innovations, hoping to impact a brand's purchasing decisions directly. Buyers often buy tangible goods rather than services or similar services because of the demonstrative nature of products attached to live-streaming e-commerce. Several researchers highlight consumer behavior in live-streaming e-commerce (Lund et al., 2021).

Homogenization of content on live-streaming and low consumer desire to make continuous purchases are problems in live-streaming marketing. The increasing number of streamers and relatively similar types of goods make this marketing increasingly dull. Several researchers highlight how long users watch live-streaming E-commerce using perceived values in the context of consumer purchase intentions (Wu & Huang, 2023).

In addition, there is still a lack of research examining the phenomenon of live streaming in Indonesia, the majority of research is only about the motivation and experience of using live streaming for entertainment purposes or sharing knowledge and experiences (W.-K. Chen et al., 2022; Meng et al., 2020; Wang et al., 2022; Wongkitrungrueng & Assarut, 2020), and other research on the role of live streamers in building consumer purchasing intentions (N. Chen & Yang, 2023).

This research investigates how consumer perceptions of value in direct shopping influence trust and subsequent continuous consumption in live-streaming e-commerce. This study employs the Stimulus-Organism-Response (SOR) framework to examine the factors that affect repeat purchases in live-streaming e-commerce.

It delves into four dimensions of live-streaming perception: utilitarian, hedonic, social, and symbolic value. The research examines whether streamer trust mediates between these four values and continuous purchase intention.

SOR theory

Mehrabian and Russell proposed the stimulus-organism-response (SOR) model, which has its roots in environmental psychology, to elucidate how environmental stimuli affect human cognition, emotions, and behaviors. This model is an enhanced version of Woodworth's SR model, primarily focusing on the relationship between stimuli and responses. By introducing the "O" variable, Mehrabian and Russell emphasized the importance of internal psychological processes, such as thoughts and feelings, in shaping human behavior (Wu & Huang, 2023).

The "S" in the SOR model represents external factors that can influence an individual. Different stimuli can elicit various internal responses, ultimately shaping decision-making behavior. The SOR model, which links stimuli and responses through internal variables, has been widely applied to analyze human behavioral intentions by focusing on emotional and cognitive factors (Wu & Huang, 2023).

Zhou utilized the SOR model to examine how various factors, such as platform characteristics, knowledge accessibility, and contributor attributes, within the knowledge payment market influence consumers' perceived value and purchase intentions. By applying the SOR model to the internet context, researchers can investigate how environmental factors impact consumers' willingness to engage with online platforms and make online purchases in e-commerce (Wu & Huang, 2023).

Continuous purchase intention

The Stimulus-Organism-Response (S-O-R) theory emphasizes perceived trust and entertainment's significant role in influencing consumers' repeat purchase behavior. These

factors, combined with psychological and habitual influences, ultimately drive consumers' decisions to repurchase (Wu & Huang, 2023). This study focuses on how the dynamics of social interactions in live-streaming e-commerce, specifically the roles of trust, entertainment, and consumer habits, influence recurring purchase intention.

Consumers obtain product information and build strong social relationships through real-time interactions with streamers and online communities. The trust formed in these relationships, combined with enjoyable entertainment experiences and the formation of purchasing habits, significantly influences consumers' decisions to make repeat purchases. This study aims to uncover the psychological mechanisms underlying this phenomenon and identify key factors businesses can leverage to enhance recurring purchase intention in live-streaming e-commerce.

Perceived values

Consumers seek functional benefits and pleasurable experiences from the products they purchase, as well as social connections and self-identity through interactions with online communities formed around their favorite streamers. This study argues that trust formed in the relationship between consumers and streamers results from a combination of utilitarian, hedonic, social, and symbolic values. The process of social identification, where consumers associate themselves with the community represented by the streamer, plays a central role in forming this trust. Thus, a deeper understanding of how consumers' perceived values, especially in social and symbolic contexts, interact with trust in relationships with streamers will provide valuable insights for marketers in designing effective marketing strategies in the era of live-streaming e-commerce (Herzallah et al., 2022).

The interaction between consumers, influencers, and streamers has gone beyond buying and selling

transactions. The purchasing process now involves a strong social dimension, where consumers seek products that meet their functional needs and connections with online communities formed around their favorite streamers (Meng et al., 2020). An empirical study has verified that increased consumer identification increases customer loyalty to the company (Agu et al., 2024).

Consumer trust

Trust in streamers results from consumers' assessment of the various values offered in the live-streaming session. Utilitarian values related to the product's functional benefits, such as quality, price, and usefulness, are the initial foundation for building trust. Consumers are more likely to trust the streamer's recommendation when they feel that the product offered has high utility value. Hedonic values, including pleasure and enjoyable experiences, are essential. The streamer's fun and interactive shopping experience can increase consumers' emotional attachment, thus encouraging trust. Social values related to feeling part of a community also contribute to trust.

The social interactions between the streamer, viewers, and fellow viewers create a sense of togetherness that strengthens trust. Finally, symbolic values related to status, prestige, and self-identity influence trust. When consumers feel that the product they are purchasing can improve their social status, they are more likely to trust the streamer who recommends the product (Ahli et al., 2024). A deeper understanding of the relationship between consumer perceived value and trust in streamers has significant implications for marketing strategies in live streaming e-commerce. Streamers must proactively manage and deliver these four value dimensions to build and maintain consumer trust.

Framework

A conceptual framework is a model that interconnects theories with relevant factors identified as key issues. This study's conceptual framework is further elaborated as follows:

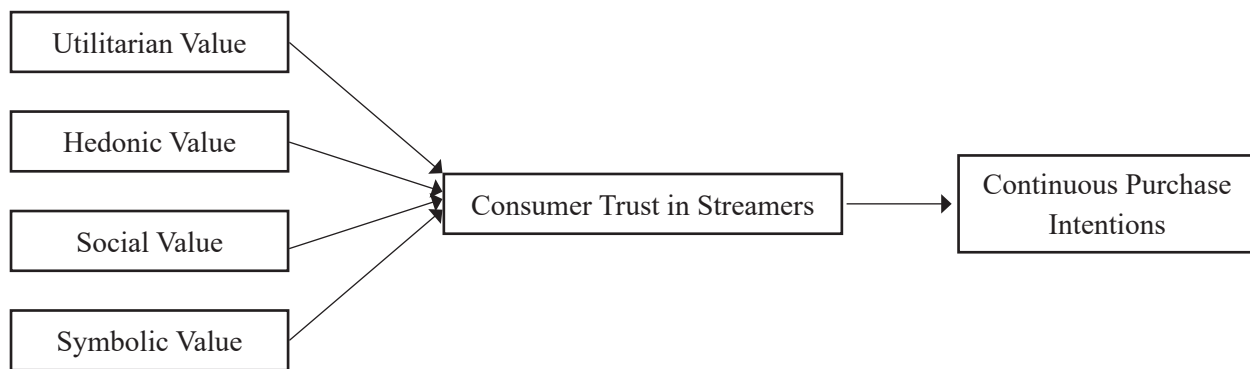


Figure 1. Framework

Hypothesis

Drawing on the theoretical foundation and conceptual framework outlined above, the following hypothesis is proposed.

H1: The utilitarian value of live streaming e-commerce has a significant effect on consumer trust in streamers.

H2: The hedonic value of e-commerce live streaming has a significant effect on consumer trust in streamers. H3: The social value of e-commerce live streaming has a significant effect on consumer trust in streamers.

H4: The symbolic value of e-commerce live streaming has a significant effect on consumer trust in streamers.

H4: Consumer trust in streamers has a positive and significant effect on continuous purchase intentions.

H6: Consumer trust in streamers mediates ultimate, hedonic, social and symbolic values on continuous purchase intentions.

Previous research on live-streaming e-commerce has consistently highlighted the importance of consumers' perceived value in influencing purchase behavior. These studies have generally focused on utilitarian and hedonic values, with findings suggesting that the product's functional benefits and the pleasurable experience offered in the live-streaming session contribute significantly to purchase decisions.

However, these studies have often overlooked the role of social and symbolic values that may influence consumers' trust in the streamer and their continued purchase intentions.

This research gap serves as the basis for developing the proposed hypotheses. Hypotheses H1, H2, H3, and H4 aim to fill this gap by testing the influence of utilitarian, hedonic, social, and symbolic values on consumer trust in streamers. Thus, this study is expected to provide a more comprehensive understanding of the factors influencing interactions between consumers and streamers in live-streaming e-commerce. Hypothesis H5 examines the relationship between consumer trust in streamers and continuance purchase intention, which aligns with previous research findings regarding the importance of trust in building long- term relationships with consumers. Hypothesis H6 goes further by examining the role of trust as a mediator between perceived values and continuance purchase intention, thus making a significant contribution to understanding the psychological mechanisms underlying consumer behavior in this context. Therefore, this study not only confirms the findings of previous studies but also offers a more nuanced and comprehensive perspective on the phenomenon of live-streaming e-commerce.

METHODS

Data collection techniques

Data was gathered through a questionnaire survey conducted among consumers of live-streaming e-commerce platforms. The sample size was determined by multiplying the number of indicators or items used in the study by a factor of 5 to 10 (Wahyuni et al., 2023). This study involved 205 participants. A purposive sampling technique was employed, whereby researchers selected participants based on specific criteria. Rather than random selection, the researchers deliberately chose individuals who they deemed suitable for the study (Staller, 2021). This was done so that the data obtained was truly relevant to the research design. The criteria are:

Sampling of consumers who have made at least one purchase on live-streaming e-commerce

Respondent age criteria: minimum 18 years

Data analysis models and techniques

During statistical analysis in cryptic studies, the object of focus is described or characterized in its raw form. This means no analytical processes are applied, nor are generalized conclusions drawn from the collected data. The primary objective is to present an unfiltered depiction of the subject matter without any interpretive or inferential elements (Sugiyono, 2017).

The descriptive statistical analysis in this study focuses on interpreting the arguments provided by respondents regarding their choice of statements. It also examines the frequency distribution of these statements based on the collected data. Respondents' answers are categorized into five distinct statement scales using the Likert Scale to facilitate this analysis. In addition to descriptive analysis, quantitative techniques are employed to delve deeper into the data. Specifically, this study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) as the primary analytical

method. This sophisticated statistical technique identifies relationships and patterns within the data, providing a deeper understanding of the underlying constructs and their interconnections.

RESULTS

Validity and reliability test (outer model)

Before the data was analyzed using SEM, validity and reliability tests were carried out using Smart PLS version 3 software. The validity of the indicators in this study was assessed using the Average Variance Extracted (AVE) value. The validity of an indicator can be shown through its loading factor surpassing 0.5, suggesting a strong correlation with the intended concept. This ensures that the latent construct effectively predicts the indicators within its block, compared to indicators belonging to other constructs.

The composite reliability value for each variable was analyzed to assess the measurement model's reliability. A composite reliability value above 0.7, combined with a Cronbach's alpha value greater than 0.6, indicates the reliability of the measurement model. This implies that the measures used in the study are consistent and dependable.

The measures employed in this study demonstrated excellent validity and reliability. The Average Variance Extracted (AVE) values for all indicators surpassed the threshold of 0.5, thereby affirming their validity. Furthermore, on the other hand, the composite reliability and Cronbach's alpha values exceeded the recommended thresholds of 0.7 and 0.6, affirming great reliability of each variable. A detailed breakdown of these results is provided in the Table 1.

As the table above shows, all variables have met the AVE criterion of exceeding 0.5, confirming

Table 1. Validity and reliability test

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Trust in Streamers	0.847	0.849	0.891	0.622
Continuous Purchase Intention	0.837	0.843	0.885	0.607
Hedonic Values	0.840	0.845	0.887	0.612
Symbolic Value	0.746	0.748	0.840	0.567
Social Values	0.808	0.809	0.874	0.635
Utilitarian Values	0.758	0.764	0.846	0.580

their validity. Furthermore, the composite reliability values for each variable surpass 0.7, coupled with Cronbach's alpha values greater than 0.7. These results collectively indicate that each variable possesses a high level of reliability, fulfilling the established criteria.

Evaluation of the structural model (inner model)

The author has developed the structure model to investigate the relationships between independent and dependent variables, as delineated in the conceptual framework. The fit of this structural model (inner model) was evaluated using Goodness of Fit measures. Table 2 represents the outcomes of these model fit assessments.

The inner model table indicates a good model fit with an SRMR value below 0.063, suggesting

minimal error in predicting dependent variables from independent variables. Additionally, the NFI value of 0.777 further supports the model's adequacy. While below the ideal threshold of 0.90, it still indicates an acceptable level of model fit.

The subsequent analysis focuses on the coefficient of determination, denoted by R-squared. This coefficient represents the percentage of variance in the dependent variable that can be accounted for by the independent variable(s). A more substantial influence of the independent variable(s) on the dependent variable is indicated by a higher R-Square value.

The results of the R-Square value from the determination coefficient table obtained an

Table 2. Inner model goodness of model fit

	Saturated Model	Estimated Model
SRMR	0.063	0.067
d_ULS	2,077	2,342
d_G	0.802	0.828
Chi-square	899.247	919.201
NFI	0.777	0.772

Table 3. Coefficient of determination

	R-square	R-square adjusted
Trust in Streamers	0.703	0.698
NFI	0.590	0.586
Continuous Purchase Intention		

R-Square value for the trust variable in streamers of 0.703 or 70.3% and a continuous purchase intention variable of 0.590 or 59%. The results of the determination coefficient value indicate a substantial contribution of independent variables in influencing changes in the dependent variable.

To determine the impact of consumer-perceived values on streamer trust in e-commerce

live streaming, the Path Coefficient table was examined. By analyzing the p-values, it was found that the p-values for all relationships were less than 0.05, indicating a significant influence. A detailed breakdown of these results is presented in the following table.

Meanwhile, seeing the influence of streamer trust as a mediation of consumer perceived

Table 4. Path coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
Trust in Streamer -> Continuous Purchase Intention	0.397	0.396	0.090	4.404	0.000	Hypothesis accepted
Hedonic Value -> Trust in Streamer	0.182	0.182	0.058	3.137	0.002	Hypothesis accepted
Symbolic Value -> Trust in Streamer	0.327	0.328	0.063	5.198	0.000	Hypothesis accepted
Social Value -> Trust in Streamer	0.208	0.210	0.064	3.267	0.001	Hypothesis accepted
Utilitarian Value -> Trust in Streamer	0.262	0.259	0.056	4,664	0.000	Hypothesis accepted

values towards continuous purchase intentions on e-commerce live streaming can be seen from the indirect effect by looking at the results of the p value obtained with the criteria of p-value <0.05, it can be said that there is the mediation of product trust and streamer trust.

The specific indirect effect analysis demonstrates a significant mediating role of streamer trust in the relationship between consumer perceived values and continuous purchase intention (p < 0.05). The Specific Indirect Effect table is presented below:

Table 5. Specific indirect effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
Hedonic Value -> Trust in Streamer -> Trust in Product -> Continuous Purchase Intention	0.027	0.027	0.011	2.418	0.016	significant
Utilitarian Value -> Trust in Streamer -> Trust in Product -> Continuous Purchase Intention	0.040	0.039	0.014	2,859	0.004	significant
Symbolic Value -> Trust in Streamer -> Trust in Product -> Continuous Purchase Intention	0.049	0.049	0.017	2,837	0.005	significant
Social Value -> Trust in Streamer -> Trust in Product -> Continuous Purchase Intention	0.031	0.031	0.013	2.393	0.017	significant

The findings from the specific indirect effect analysis reveal a significant mediating role of streamer trust in the relationship between consumer perceived value and continuous purchase intention.

DISCUSSION

In this study, SEM was used to test the hypothesis regarding the effect of streamer trust on the relationship between consumer-perceived value and sustainable purchase intention. The results of hypothesis testing presented in tabular form show that streamer trust is a significant mediator in the relationship. This finding indicates that streamer trust directly affects purchase intentions and indirectly influences consumers' perceptions of the value derived from the product or service offered by the streamer. The results of the analysis show that consumers' perceived values, which include utilitarian, hedonic, social, and symbolic benefits, significantly influence their level of trust in a streamer. These values represent consumers' perceptions of the benefits gained from interacting with streamers, whether in the context of functional (utilitarian), emotional (hedonic), social (interaction with the community), or symbolic (status or identity). These findings indicate that consumer perceptions of the value offered by streamers play an important role in building trust levels. Furthermore, this study reveals that the trust formed towards streamers significantly influences consumers' sustainable purchase intentions in the context of live streaming. The mediation analysis results confirm that streamer trust mediates the relationship between consumers' perceived values and sustainable purchase intentions. This finding aligns with the concepts of repurchase intention and consumer loyalty, where positive consumer experiences and subjective values after purchasing will form a perception of value that encourages repeat purchases. Thus, trust in streamers acts as a bridge connecting consumers' perceived value and their repeat purchase behavior (Wu & Huang, 2023).

The results of this study empirically confirm that utilitarian value plays a significant role in

shaping the level of consumer trust in a streamer. Utilitarian value, which reflects the extent to which the product or service offered by the streamer can meet consumer needs and expectations in terms of features, price, and quality, is shown to influence the level of trust built directly. This finding indicates that consumers tend to trust streamers who can provide real use value and match their expectations.

This study shows that the hedonic value derived from the live-streaming e-commerce experience significantly influences the level of consumer trust in the streamer. Hedonic value, representing the pleasure and enjoyment consumers feel during interactions with streamers, is important in building strong emotional relationships. This finding indicates that consumers tend to trust streamers who can provide a pleasant and satisfying shopping experience. The results of this study also show that the social value gained from the live-streaming e-commerce experience significantly influences the level of consumer trust in the streamer. Social value, which represents belonging to a community or social group, is important in forming an emotional bond between consumers and streamers.

The results of this study show that the symbolic value attached to e-commerce live streaming significantly influences the level of consumer trust in the streamer. This symbolic value represents consumers' perceptions of visual enjoyment, platform reputation, and unique shopping experience. Consumers often associate purchasing products through live streaming with a certain social status, lifestyle, or self-identity.

Based on the research results, consumers' perceived values in e-commerce live streaming, whether utilitarian, hedonic, social, or symbolic, significantly influence their trust in streamers. This trust, in turn, is a potent mediator in influencing consumers' sustainable purchase intentions. In other words, a streamer's success is determined by their ability to promote products, build emotional and social connections with consumers, and create a satisfying and meaningful shopping experience. Thus, live streaming has a shopping value that positively affects and responds to consumer

attitudes and behavior. Trust can mediate in online shopping, which involves consumer perceptions of the competence of sites and platforms on live streaming to provide correct and trustworthy information, consumer perceptions of companies, and consumer impressions of streamers (Ilhamalimy & Ali, 2021). This study's results significantly contribute to a deeper understanding of the influence of consumer-perceived values on purchase behavior in the context of live-streaming e-commerce. Compared to previous studies that focus more on the influence of single variables such as price or product quality, this study comprehensively analyzes the role of four dimensions of consumer values (utilitarian, hedonic, social, and symbolic) in shaping trust and purchase intention. In addition, the findings regarding the mediating role of trust in the relationship between consumer value and purchase intention are also relatively new and provide a more nuanced understanding of the psychological mechanisms underlying consumer behavior in this context. In particular, the findings regarding the influence of symbolic and social values in shaping trust and purchase intentions are a unique contribution. Previous research tends to emphasize the role of utilitarian and hedonic values. As such, this study expands the existing literature by showing that more complex social and psychological factors also play an important role in influencing consumer purchase decisions in live-streaming e-commerce.

This study has several limitations that need to be considered. First, this study only focuses on one type of live-streaming e-commerce platform, so generalizing the research results must be done with caution. Second, this study uses cross-sectional survey data, making it impossible to analyze longitudinal changes in consumer behavior. Third, this study only measured a few key variables, so other variables may also affect the relationship between consumer perceived value, trust, and purchase intention.

CONCLUSION

This research contributes significantly to the live-streaming e-commerce literature by

identifying and measuring the impact of four dimensions of consumer value (utilitarian, hedonic, social, and symbolic) on streamer trust and sustainable purchase intentions. Compared to previous studies that often only focus on one or two value dimensions, this research offers a more comprehensive understanding of the factors influencing consumer behavior in this increasingly popular context. The findings also underscore the important role of trust as a mediator in the relationship between perceived value and purchase behavior, a finding consistent with consumer behavior theories.

The urgency of this research is all the more relevant given the rapid growth of live-streaming e-commerce, especially in the Indonesian market. This trend is driven by increasing internet penetration, consumer preference for interactive shopping experiences, and the impact of the Covid-19 pandemic, which is driving a shift in consumer behavior towards digital. In this context, an in-depth understanding of the factors influencing consumer purchase decisions in live-streaming e-commerce is crucial for businesses, e-commerce platforms, and policymakers. By understanding how consumers' values influence trust and purchase intentions, stakeholders can design more effective marketing strategies and build a sustainable live-streaming e-commerce ecosystem.

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A large, stylized graphic of musical notation, including notes, stems, and beams, arranged in a curved, fan-like pattern that fills the right side of the page. The notation is rendered in black and grey tones against a light background.

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Relationship between Work Safety Facilities, Work Environment, and Employee Welfare to Employee Performance in Fabrication Sector at PT. Trim Pandu Engineering

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Abstract

This research aims to analyzed the relationship between work safety facilities, work environment, and employee welfare to employee performance in the fabrication sector at PT. Trim Pandu Engineering. Adequate work safety facilities are believed to able to create a safe work environment, thereby reducing the risk of work accidents and increasing productivity. Apart from that, employee well-being also plays an important role in maintaining job satisfaction and motivation which has impact on increasing work. The method used in this research is quantitative with a survey approach. Data collected throught cakes distributed to 82 employess of PT. Trim Pandu Engineering that work in the fabrication sector. The free variabels in this research are employee safety, work environment and employee welfare facilities, while the dependent variabel is employee performance. Data analysis was carried out using multiple linear regression tests to see the influence of the three independent variables on employee performance. The result of this research shows that employee safety, work environment, and employee welfare facilities are positively and significantly related to employee performance. Better work safety facilities have been proven to improve employee performance, as well as better employee welfare which has a significant impact on increasing productivitly and performance. This study suggest that company management should continue to improve work safety facilities and employee welfare to ensure optimal performance is achieved.

Keywords: Work Safety Facilities, Work Environment, Employee Welfare, Employee Performance

INTRODUCTION

Work safety is a key element in creating a productive work environment, especially in the manufacturing sector which is at high risk of work accidents. A comfortable work environment and guaranteed employee well-being also play an important role in encouraging optimal performance.

According to (Desler, 2020), employee well-being includes physical, mental and emotional aspects that are interrelated and have a direct impact on individual and organizational performance. In addition to workplace safety facilities, the influence of the work environment and employee welfare on employee performance.

High employee performance can make employee loyal to the organization, motivated work, so that high productivity is achieved. (Mardiani & Widiyanto, 2021) A supportive work environment can encourage innovation and motivation, while adequate work safety facilities can reduce accident rates and create a positive work culture (Auradriana et al., 2025).

PT. Trim Pandu Engineering, as a company operating in fabrication sector, realized the importance of maintaining employee safety and well-being to support achieving the company's goals. Therefore, the company has provided various workplace safety facilities and employee welfare programs. However, the effectiveness of these facilities and program is improving employee performance still needs to be researched further to ensure whether the steps taken have contributed significantly to employee performance.

PT. Trim Pandu Engineering has a business portfolio, namely engineering service which is capable of creating product with high competition, specification and system complexity starting from concept design, fabrication and site service or technician repair at the project location or workshop. The types of work carried out include welding, machining, repairs, modification, and special design and fabrication.

In this research, the author analyzes the relationship between work safety facilities, work environment, and employee welfare, on employee performance in the fabrication sector

PT. Trim Pandu Engineering. By understanding this relationship, companies are expected to be able to take more effective step to improve employee performance through improving work safety facilities and employee well-being. The relationship between ergonomics, working condition, and productivity examines how employee safety, comfort, and well-being in the workplace contribute to higher work performance (Yulianto Setyawan, 2023).

An economical work environment and adequate work safety facilities contribute significantly to increasing employee productivity and well-being. Implementation of economic principles reduces land use and increases work efficiently, while good work safety facilities reduce the rate of work accidents (Palilingan et al., 2024).

In previous research entitled : the influence of Work Environment and Work Facilities on Employee Performance Through Work Motivation at The Ajatappareng Forest Management unit (KPH) Department of the Environment and Forestry Of South Sulawesi Province, it was concluded that the work environment and work safety facilities have a significant influence on employee work performance. (Agusrianto, Ansar, 2024).

Meanwhile, in another study with the title: The Influence Of Leadership Style, Work Environment and Compensation on Employee Performance with Motivation as an Intelligence Variable, it can be concluded that leadership style, work environment and compensation have a positive influence simultaneously in employee performance. (Ayuningtias et al., 2020)

Meanwhile (Rindia et al., 2024), in his research entitled : The Influence Of Occupational Safety and Health Facilities (K3) and Non-Physical Work Environment on Employee Performance at PT. Surya Perkasa Beton. Based on result of the t-test, the work facilities variabel obtained a calculated t value of $2.556 > 1.672$ t table. Therefore, H_0 is rejected and H_1 is accepted. That t value is positive and significant, which means that work facilities have a effect on employee performance. From the result on the H_1 hypothesis test, it was

obtained that work facilities (X1) have a positive and significant effect on performance (Y).

Similar things were stated by (Subhan et al., 2023), in their study entitled : The Influence Of Occupational Healt Safety and Physical Work Environment on Employee Performance. The result of the study showed an influence between occupational health safety and employee performance at PT. Masadi Tatanan Kontrainer Indonesia as evidenced by the calculated t value = 0.7340 which is greater than t table value = 1.99656 and the significant value = 0.000 which is smaller than 0.05 or 5%, so H0 is rejected and Ha is accepted. This states that's occupational health safety has a positive and significant partial effect on employee performance.

In a study entitled The Influence of Work Environment, Occupational Safety and Health (K3) on Employee Performance at Oesao Health Center. The results of the study indicate that partially the work environment has a positive and significant effect on employee performance, occupational safety and health has a positive and significant effect on employee performance, and simultaneously the work environment, occupational safety and health have a positive and significant effect on employee performance. (Mooy, D., Fanggidae, R. E., Salean, D. Y., & Nursiani, N. P., 2023)

In another study entitled The Influence of Occupational Health and Safety (K3) and Work Discipline on Employee Performance of PT Kino Indonesia, Tbk Prigen Pasuruan Branch. The results of the study showed that occupational health and safety have a significant influence on employee performance of PT. Kino Indonesia, Tbk Prigen Pasuruan Branch, meaning that with better occupational health and safety facilities, employee performance will increase. (Ernawaty, S., Rachma, N., & Primanto, A. B., 2020)

Meanwhile, in a study entitled The Influence of Work Environment and Occupational Health and Safety on Employee Performance at PLN ULP Panakkukang Makassar. The results of the

study showed that of the 3 variables studied, there was 1 unrelated variable, namely work safety (p = 0.134), while the work environment variables (p = 0.000) and work health (p = 0.000) had an influence on employee performance at PT. PLN ULP Panakukkang Makassar Selatan. Companies should pay more attention to the work environment because safe and comfortable work conditions can make employees healthy and productive, the more productive employees will increase performance and high results. Occupational health needs to be considered again, especially the provision of clean water, bathrooms and providing employee health facilities. (Ilham, N., & Ikhtiar, M., 2022)

METHODS

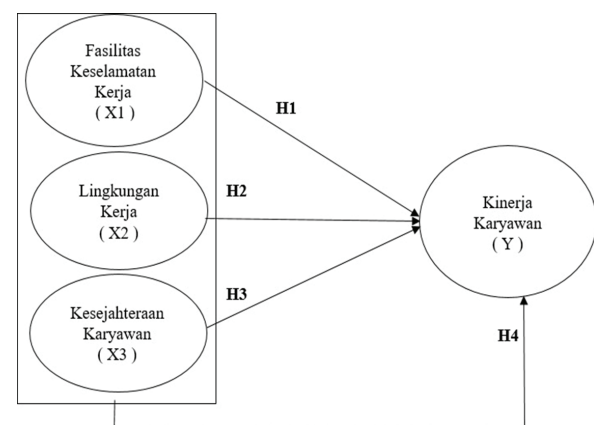


Figure 1. Research methods
Source: Researcher

In researching the relationship between work facilities, work environment, and employee welfare, on employee performance in the fabrication sector of PT. Trim Pandu Engineering, the author use quantitative methods.

According to (Sugiyono, 2019), quantitative data is data in the form of numbers or data that can be qualified. This data usually obtained from the result of measurements that use scales, such as nominal, ordinal, interval and ratio scales. This methods has been used for long time so that it has become a tradition as a method for research because by using this method various new

sciences and technology can be discovered and developed. This method is called a quantitative method because the research data is in the form of numbers and the analysis uses statistics.

Meanwhile, the data analysis used in this study includes normality test, multicollinearity test, heteroscedasticity test, multiple linear regression result, t-test (partial test), f-test (simultaneous), and coefficient of determinant tests.

RESULTS

Normality test

The normality test is carried out with the aim of testing whether in the regression mode, the variables with the dependent and the independent have a normal distribution or not. A good regression mode is one that has a normal or close to normal data distribution. To test whether the data distribution is normal or not, researchers use the one-sample kolmogrov-smirnov test, the histogram test, and the P-Plot graph normality test. Normality test result can be seen in Table 1.

Based on the table 1 above, it shows that the significant value result is 0.063 which is greater than 0.05, so the residual value can be said to be normal. So it can be concluded that the data from the variables of Work Facilities (X1), Work Environment (X2), Employee Welfare (X3) towards Employee Performance (Y) in this case are normally distributed.

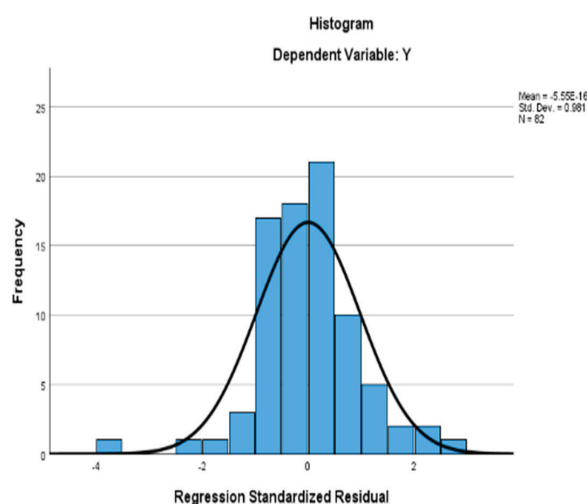


Figure 2. Histogram graph

Source: Result of SPSS version 30 data processing.

Table 1. Result of the kolmogrov-smirnov normality test

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	82
Mean	.0000000
Std. Deviation	3.53147195
Absolute	.095
Positive	.095
Negative	-.090
Test Statistic	.095
Asymp. Sig. (2-tailed)	.063

- Test distribution is Normal.
- Calculated from data.
- Lilliefors Significance Correction.
- Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Result of SPSS version 30 data processing.

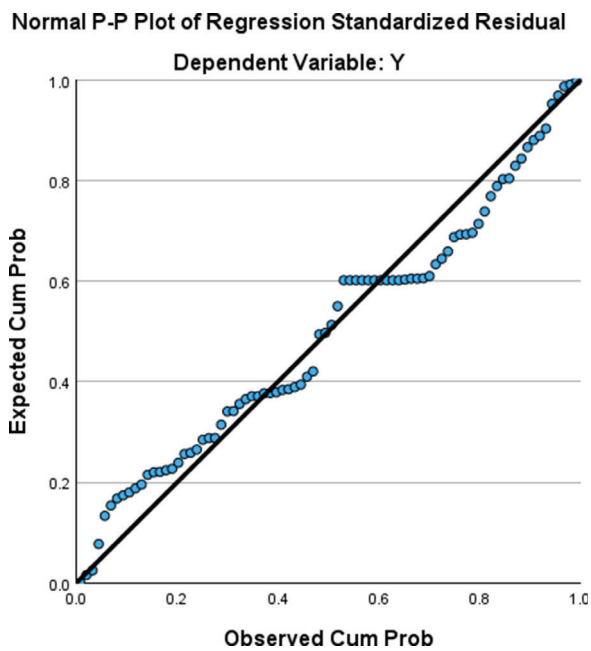


Figure 3. P-plot

Source: Result of SPSS version 30 data processing.

Based on the appearance of figure 2 above, it is known that the graph forms a mountain or bell. Meanwhile, based on Figure 3 above, it can be seen that the p-plot graph shows that the point are around the diagonal line, so it can be concluded that this regression model meets the assumption of normality even though there is a slight deviation. In other words, it can be said that the data from all samples in this study are normally distributed.

Multicollinearity test

Multicollinearity test is used to test whether the model in the regression is found to have correlation between independent variables. A good regression model should not have correlation between independent variables. To detect whether or not there is multicollinearity in the regression, it can be done by looking at the Tolerance value and the Variance Inflation Factor (VIF) value. If the tolerance value is > 0.10 and the VIF value < 10, then there is no multicollinearity problem. The results of the multicollinearity test are as in the table 2.

Table 2. Result of multicollinearity test

	Unstandardized Coefficients		Coefficients ^a Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	9.630	2.927	3.290	.002			
Work Safety Facilities	.030	.125	.030	.239	.812	.283	3.539
Work Environment	.740	.136	.773	5.439	<.001	.213	4.690
Employee Welfare	.875	.166	.932	5.271	<.001	.157	6.365

a. Dependent Variable: Employee Performance

Source: Result of SPSS version 30 data processing.

Based on the result of the multicollinearity table. The VIF result are 3.539; 4.690; and 6.365 < 10 then there are no symptoms of multicollinearity.

Heteroscedasticity test

A good regression model is one that is homoscedastic or does not have heteroscedasticity, which will be indicated by the regression coefficient of the independent variable to the absolute value of its residual (t). If the probability value is greater than alpha ($\alpha=0.05$), then it is certain that the model does not contain elements of heteroscedasticity. If the correlation value is less than alpha, then the regression model experiences heteroscedasticity.

Based on the result of the table above, the result shows that the significant value of heteroscedasticity of the Work Safety Facility variable (X1) is 0.006 < 0.05, then the Work Safety Facility variable shows symptoms of heteroscedasticity. The Work Environment variable (X2) is 0.004 < 0.05, then

the Work Environment variable shows symptoms of heteroscedasticity. The Employee Welfare variable (X3) is 0.011 > 0.05, then the Employee Welfare variable does not show symptoms of heteroscedasticity.

Multiple linear regression result

Multiple line analysis is carried out to determine the influence between three individual variables with one variable with one variable displayed in the form of a regression equation. The multiple linear regression equation is as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Description :

Y = Employee Performance Variables
 X1 = Job Safety Facilities Variables
 X2 = Work Environment Variables
 X3 = Employee Welfare Variables

A = Constant value (Y' value if X₁, X₂, X₃,..... X_n = 0)

b₁, b₂, b₃ = coefficient value of regression (value of increase or decrease)
 e = Error

Table 3. Result of heteroscedasticity test

	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients Beta		
	B	Std. Error			
(Constant)	8.422	1.627		5.177	<.001
Work Safety Facilities	.196	.070	.492	2.811	.006
Work Environment	-.224	.076	-.597	-2.964	.004
Employee Welfare	-.113	.043	-.360	-2.612	.011

a. Dependent Variable: ABS_RES

Source: Result of SPSS version 30 data processing.

Table 4. Result of multiple linear analysis

	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients Beta		
	B	Std. Error			
(Constant)	8.422	1.627		5.177	<.001
Work Safety Facilities	.196	.070	.492	2.811	.006
Work Environment	-.224	.076	-.597	-2.964	.004
Employee Welfare	-.113	.043	-.360	-2.612	.011

a. Dependent Variable: Employee Performance

Source: Result of SPSS version 30 data processing.

Based on result of the above, it can be seen that the value of the coefficient of economics and the variable of employee welfare facilities is 0.030, the variable of work environment is 0.740, and the variable of employee welfare is 0.019 with a constant of 9.630, the conclusion the table above is as follows:

1. The constant value of 9.630 is not interpreted because the variable of Work Safety Facilities, Work Environment, and Employee Welfare cannot possibly have a value of 0, meaning that if the values of Work Safety Facilities, Work Environment, and Employee Welfare are 0, then the value of Employee Performance (Y) is 9.630.
2. The value of the coefficient of performance for the variable Job Safety Facility (X1) is 0.030, meaning that if the Job Safety Facilities (X1) experiences of one unit, the Employee Performance (Y) will experience and increase of 0.030 units with the assumption other independent variables have fixed values. On the other hand, a one-unit decrease in the Job Safety Facility variable (X1) will reduce Employee Performance (Y) by 0.030 with the other units remaining constant.

3. The value of the coefficient of efficiency in the Work Environment (X2) is 0.740, meaning that if the Work Environment (X1) experience an increase of one unit, than Employee Performance (Y) will experience an increase of 0.740 units assuming other variables has a fixed value. On the other hand, a one-unit decrease in the Work Environment variable (X2) will reduce Employee Performance (Y) by 0.740 with the other units remaining constant.
4. The value of the coefficient of efficiency for Employee Welfare (X3) is 0.019 units, if Employee Welfare (X3) increase by one unit, than the Employee Performance (Y) will increase 0.019 units assuming the variable other independent has a fixed value. On the other hand, a one-unit decrease in the Employee Welfare variable (X3) will reduce Employee Performance (Y) by 0.019 with the other units remaining constant.

Coefficient of determination test

Determination coefficient test (R2) is a test carried out to find out how big the independent variables are able to explain and influence the independent variables. The following are the result of the determination test.

Table 5. Result of coefficient of determination test

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.815a	.664	.652	3.59874	2.353

a. Predictors: (Constant), Employee Welfare, Work Safety Facilities, Work Environment
b. Dependent Variable: Employee Performance

Source: Result of SPSS version 30 data processing.

Based on the table above regarding the result of the determinan coefficient test, it can be seen that the value of R square is 0.652. This means that 65.2% of employee performance is influenced by three variables: Job Safety Facilities, Work Environment, and Employee Welfare. Meanwhile the remaining 34.8% (100% - 65.2%) is influenced by other variables such as Job Facilities, Work Environment, and Employee Welfare.

t-test (partial test)

The t test is known as a partial test, which is to test how each variables independently influences the dependent variables. This t test can be done by

comparing the t count with the t table or looking at the significant column in each t count. The t test was carried out the determine the influence of the individual variables on the partial variables. The analysis uses a significance level of $0.05:2 = 0.025$, and degrees of freedom (df) = $n - k - 1$, so $df = 82 - 4 - 1 = 77$ and the t table of 1.991 is obtained.

1. t count > t table, then H_a is accepted, which means that each individual variable has a partial influence on the dependent variable.
2. t count < t tabel , the H_a is rejected, which means that each individual variable partially has no influence on the dependent variable.

Table 6. Result of t-test

	Coefficients^a				
	Unstandardized Coefficients		Standardized Coefficients Beta		
	B	Std. Error			
(Constant)	9.630	2.927		3.290	.002
Work Safety Facilities	.030	.125	.030	.239	.812
Work Environment	.740	.136	.773	5.439	<.001
Employee Welfare	.875	.166	.932	5.271	<.001

a. Dependent Variable: Employee Performance

Source: Result of SPSS version 30 data processing.

1. Testing the first hypothesis (H1)

It is known that the sig. The effect of Job Safety Facilities (X1) on Employee Performance (Y) is $0.812 > 0.05$. Because the sig. > 0.05 then the Zero Hypothesis (H0) is accepted. The the calculated t value is $0.239 < t$ table 1.991, so it can be concluded that the Job Safety Facilities (X1) do not have a significant influence on Employee Performance (Y).

2. Testing the second hypothesis (H2)

It is known that the sig. for the influence of the Work Environment (X2) on Employee Performance (Y) is as large as $0.001 < 0.05$. Because the value of sig. < 0.05 then the Zero Hypothesis (H0) is not accepted. Then the calculate t value is $5.439 > t$ table 1.991, so it can be concluded that the Work Environment (X2) has a significant influence on Employee Performance (Y).

3. Testing third hypothesis (X3)

It is know that the sig. for the influence of the Employee Welfare (X3) on Employee Performance (Y) is as large as $0.001 < 0.05$. Because the value of sig. < 0.05 then the Zero Hypothesis (H0) is not accepted. Then the calculated t value is $5.271 > t$ table 1.991, so it can be concluded that Employee Welfare (X3) has a significant effect on Employee Performance (Y).

F test (simultaneous)

The f test is used to determine the influence of various variables, namely Job Safety Facilities (X1), Work Environment (X2), Employee Welfare (X3) which simultaneously influence the variables related to Employee Performance (Y).

The hypothesis proposed is as follow:

$H_0 b_1 = 0$, meaning there is no simultaneous influence between Work Safety Facilities (X1), Work Environment (X2) , and Employee Welfare (X3) on Employee Performance (Y).

$H_a b_1 \neq 0$, meaning there is a simultaneous influence between Work Safety Facilities (X1), Work Environment (X2), and Employee Welfare (X3) on Employee Performance (Y).

Criteria used:

1. If the probability < 0.05 then H1 is accepted.
2. If the probability > 0.05 then H0 is rejected.
3. If $f_{count} > f_{table}$, then H_a is accepted, meaning that each of the independent variables together have a significant influence on the dependent variables.
4. If $f_{count} < f_{table}$, then H_a is rejected, meaning that each variables of independent together does not have a significant influence on the variables of dependent.

$F_{table} = F(k:n-k) = F(4 : 78) = 2.489$

Table 17. Result of simultaneous test (f test)

ANOVAa					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2000.423	3	666.808	51.487	<.001b
Residual	1010.175	78	12.951		
Total	3010.598	81			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Welfare, Work Safety Facilities, Work Environment

Source: Result of SPSS version 30 data processing.

Based on the result of ANOVA or f test in the table, it is obtained f with the level of calculated f result = 51.487 with a significant of < 0.001 using a significant limit of 0.05, the f table value of 2.489 was found, this means that the calculated $f > f$ table value and the significant value of $0.001 < 0.05$, this value determines whether a hypothesis is accepted or rejected. It is said to be accepted if it is below 0.05.

Thus, it can be concluded that there is an influence between Work Safety Facilities (X1), Work Environment (X2), and Employee Welfare (X3) on Employee Performance (Y), each independent variable both has a significant influence on the dependent variables (Employee Performance) and means that H_0 is rejected and H_a is accepted.

DISCUSSION

The influence of work safety facilities on employee performance

Based on the test result that have been conducted above regarding the influence of Work Safety Facilities (X1) on Employee Performance (Y), the calculated t value is 0.239 with a significant level of 0.812. Because the significance value is greater than 0.05 (Sig > 0.05), the Zero hypothesis (H_0) is accepted. This indicates that the work safety facilities variable does not have a significant influence on employee performance. The first hypothesis stating that work safety facilities have a positive influence on employee performance is not proven to be true.

The influence of work environment on employee performance

Based on the test result that have been conducted above regarding the influence of Work Environment (X2) on Employee Performance (Y), the calculated t value is 5.439 with a significant level of 0.001. Because the significance value is smaller than 0.05 (Sig. < 0.05), the Zero hypothesis (H_0) is rejected. This indicates that the work environment variables has a significant influence on employee performance. The second hypothesis which states that the work environment has a positive influence on employee performance is proven to be true.

The influence of employee welfare on employee performance

Based on the test result that have been conducted above regarding the influence of Employee Welfare (X3) on Employee Performance (Y), the calculated t value is 5.271 with a significant level of 0.001. Because the significance value is smaller than 0.05 (Sig. < 0.05), the Zero hypothesis (H_0) is rejected. This indicates that the employee welfare variables has a significant influence on employee performance. The third hypothesis which states that employee welfare has a positive influence on employee performance has been proven to be true.

The influence of work safety facilities, work environment, employee welfare on employee performance

Based on the result simultaneous testing (f test) that has been carried out above, there is a simultaneous influence of the variables of work safety facilities, work environment, and employee welfare on employee performance which is indicated by the calculated $f > f$ table value and a significance value of $0.001 < 0.05$. The calculated f value is 51.487 and sig. 0.001, meaning that there is a simultaneous or joint influence of work safety facilities, work environment, and employee welfare on employee performance. Therefore, the fourth hypothesis which states that work safety facilities, work environment and employee welfare have a positive influence on employee performance is proven to be true. This shows that work safety facilities, work environment, and employee welfare improve employee performance.

CONCLUSION

The work safety facilities variable is stated to have no positive and significant influence on the employee performance variable. The hypothesis in this study is accepted because it is based on the result of the t-statistic test using SPSS version 30. From these result it can be concluded that the work safety facilities does not have a partial effect on employee performance.

The work environment variable is stated to have a positive and significant influence on the employee performance variable. The hypothesis in this study is accepted because it is based on the result of the t- statistic test using SPSS version 30. From these results it can be concluded that the work environment partially influences employee performance.

The employee welfare variable is stated to have a positive and significant influence on the employee performance variable. The hypothesis in this study is accepted because it is based on the result of the t- statistic test using SPSS version 30. From these results it can be concluded that the employee welfare partially influences employee performance.

Simultaneously, work safety facilities, work environment, and employee welfare have a positive and significant influence on employee performance. The result of the f test shows that even though some variables do not have a partial effect, when the combination of these three factors plays a role in determining employee performance as a whole.

Based on the result of the determination test (R square) which shows that the variables of work safety facilities, work environment, and employee welfare have an influence on employee performance. However, the R Square value also indicates that there are other variables not included in this study that may affect employee performance. Therefore, future research is recommended to consider additional factors such as leadership style, work motivation, work discipline, training and human resource development, as well as work-life balance, as these variables may also contribute significantly to improving employee performance. Suggestion for the future researchers include expanding this study by incorporating additional variables that may influence employee performance, such as work motivation, job satisfaction, or leadership style, to provide a more comprehensive analysis. Furthermore, it is recommended to broaden the research scope to other companies within the same industrial sector to obtain more generalizable and comparable results.

The use of mixed methods, combining quantitative and qualitative approaches, can also be considered to gain deeper insight through interviews or observations, not just statistical data. Additionally, future researchers are advised to utilize more diverse and standardized data collection instruments and to include objective performance indicators such as productivity data or target achievement records to ensure the accuracy and real-world relevance of the findings.

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The background of the page is a large, stylized musical staff that curves from the bottom left towards the top right. The staff is filled with various musical notes, including quarter notes, eighth notes, and beams, all rendered in a dark grey color. The notes are arranged in a way that suggests a melodic line. The overall aesthetic is clean and modern, with a focus on geometric shapes and lines.

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Innovation in Talent Management to Enhance Generation Z Retention and Performance

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Abstract

The dynamic development of the labor market demands organizations to innovate in talent management, especially in adapting to the unique characteristics of Generation Z. This study aims to identify and analyze effective retention strategies for Generation Z employees in Indonesia. Using a Systematic Literature Review (SLR) method, this paper synthesizes relevant literature on talent management and employee retention. The findings indicate that innovative talent management—integrating digital technologies, flexible work arrangements, and inclusive organizational culture—is effective in enhancing retention and performance among Generation Z. Practical implications suggest that organizations must design adaptive retention policies aligned with business goals and generational expectations. This study contributes insights into human capital strategies in the digital era.

Keywords: Talent Management, Innovation, Generation Z, Employee Retention

INTRODUCTION

The increasingly widespread development of information technology, companies are required to keep up with developments in order to compete and achieve excellence (Mighfar & Wahjono, 2024b). Employees with superior skills and talents are not only valuable assets but also key drivers of growth and competitive advantage (Febrian et al, 2024). A company's sustainability and growth depend not only on the creation of innovation and effective marketing strategies, but also on the company's ability to create a work environment

that supports the development and retention of talented employees (Mighfar & Wahjono, 2024b).

Talent management is a key strategy for addressing various critical HR issues and problems within organizations, including the need for a diverse workforce at all levels, a competitive labor market, global competition, and increasing retirement rates caused by an aging workforce (Kulkarni & Rai, 2023).

The first factor that influences improving performance retention is talent management. Lewis and Heckman (2006); (Dalahmeh, 2020),

defines talent management as “An overall process starting from recruitment, placement, to development and planning for employee development towards a better direction.

The second factor that influences the performance retention of the next generation Z, shows that various factors significantly influence Generation Z's decision to remain employed within an organization. Job satisfaction, recognition for achievement, and career development are key factors influencing employee retention (Fitria et al, 2024). Support from superiors and an inclusive organizational culture are also key elements in increasing the loyalty of Generation Z employees (Claristia & Etikariena, 2024b).

Demographic changes also play a significant role in the talent war. New generations, such as Generation Z, bring different values and expectations to the workplace (Sumartik et al, 2023). Generation Z, which includes people born between 1997 and 2012, is entering the workforce and playing an increasingly

important role in the dynamics of modern organizations (Mighfar & Wahjono, 2024b). This generation has unique characteristics that distinguish it from previous generations, particularly in terms of job expectations (Hidayatullah et al, 2025).

The LinkedIn Workforce Report (2024) shows that the turnover rate for Generation Z in Indonesia has reached 54% higher than that of Generations Y and X in the past five years. This data indicates a significant challenge for organizations in retaining employees from this generational group (Hidayatullah et al, 2025).

Indonesia's population composition by age group is currently dominated by Gen Z, the generation born between 1996 and 2010 (Suryaningtyas et al, 2024). Gen Z dominates, numbering approximately 74.93 million, or 27.94 percent of the population (BPS, 2023). This represents a demographic bonus for Indonesia, which is expected to provide valuable capital for achieving Indonesia's golden age by 2045.

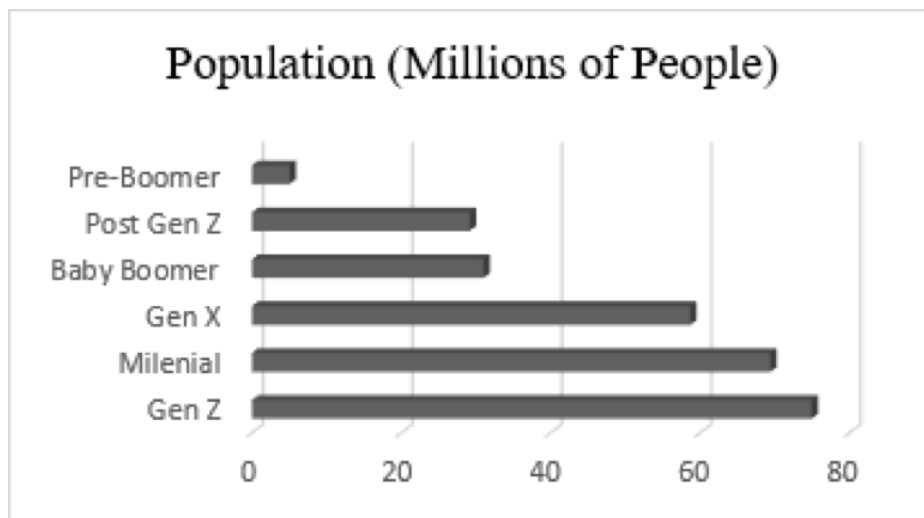


Figure 1. Population of Indonesia by generation
Source: BPS, 2024.

Based on the National Labor Force Survey (Sakernas) of the Central Statistics Agency for the August 2024 period, the number of the Indonesian workforce reached 152 million people with the millennial and Gen Z generations contributing dominantly to the number of the Indonesian workforce, reaching 50% of the workforce population (BPS, 2024).

comprehensively studied in the global talent management literature.

This study extends the global debate on Gen Z retention by integrating digital innovation with Indonesian cultural values, which is underexplored in the current literature.

Recent empirical studies have increasingly highlighted the importance of innovation in talent

Table 1. Labor force in Indonesia in 2024

Group Age	Labor Force (AK) According to Age Group			
	Work	Unemployment	Number of AK	% Working/AK
15-19	4.977.578,00	1.431.960,00	6.409.538,00	77,66
20-24	13.781.148,00	2.497.979,00	16.279.127,00	84,66
25-29	16.363.382,00	1.258.842,00	17.622.224,00	92,86
30-34	16.780.882,00	584.544,00	17.365.426,00	96,63
35-39	17.038.394,00	392.036,00	17.430.430,00	97,75
40-44	16.601.113,00	321.531,00	16.922.644,00	98,1
45-49	15.867.101,00	275.437,00	16.142.538,00	98,29
50-54	13.878.283,00	247.373,00	14.125.656,00	98,25
55-59	11.278.175,00	182.491,00	11.460.666,00	98,41
60+	18.075.948,00	273.406,00	18.349.354,00	98,51
Total	144.642.004,00	7.465.599,00	152.107.603,00	95,09

Source: BPS, 2024.

Preferences for work flexibility, work-life balance, and opportunities for personal development are key factors influencing the loyalty and continued employment of Generation Z within an organization. They tend to seek meaning in their work, emphasizing work flexibility, opportunities for development, and work-life balance (Sumartik et al, 2023).

The purpose of this study is to identify and analyze the most effective retention strategies for retaining Generation Z employees in Indonesia. Understanding the factors influencing the loyalty of Generation Z employees is expected to help organizations design more adaptive retention policies that align with the characteristics of this generation.

This research offers a new contribution in the form of a systematic synthesis of Generation Z retention strategies in Indonesia, which integrates the dimensions of digitalization, work flexibility, and local cultural values that have not been

management to address the dynamic needs of Generation Z employees. For instance, (Baykal, 2020) emphasized that the digitalization of human resource processes enhances efficiency and personalization in talent management, while (Torsello & Wieser, 2023) found that flexibility, inclusivity, and digitalization are the most influential factors in retaining Generation Z. Similarly, (Kulkarni & Rai, 2024) noted that organizations must redesign HR strategies to accommodate Gen Z's preference for autonomy, technological engagement, and work-life integration.

In the Indonesian context, (Hidayatullah et al., 2025) identified a lack of self-development opportunities and work flexibility as key causes of high turnover among Gen Z employees. Furthermore, (Lailiyah et al., 2025) discovered that the integration of digital mentoring and adaptive career pathways enhances engagement and long-term loyalty. These studies strengthen

the theoretical foundation of this research and underscore the need for a holistic innovation model in managing and retaining Generation Z talent within the Indonesian labor market.

Accordingly, this study aims to identify, synthesize, and analyze innovative talent management strategies that effectively enhance the retention and performance of Generation Z employees in Indonesia. The research specifically focuses on the integration of digital transformation, work flexibility, and inclusive organizational culture as key drivers of employee engagement and loyalty.

Based on the identified research gap, this study seeks to answer the following research questions:

1. How do innovation and digital transformation influence talent management practices

in enhancing Generation Z retention and performance?

2. What organizational strategies are most effective in aligning flexibility, inclusivity, and technological adoption to meet the expectations of Generation Z employees?
3. How can organizations in developing countries, particularly Indonesia, adapt global best practices in talent management to local cultural values and workforce characteristics?

These questions are expected to guide a systematic exploration of how innovation in talent management contributes not only to organizational competitiveness but also to sustainable human capital development in the digital era.

Theoretical overview and recent studies (state of art)

Table 2. Synthesis of previous studies on talent management and generation z retention

No.	Author (Year)	Study Title	Method	Key Findings	Location Context
1.	Torsello & Wieser (2023)	Attracting and Retaining Generation Z	Systematic Review	Finding that work flexibility, inclusivity, and digitalization are key	Global
2.	Hidayatullah et al. (2025)	Generation Z Employee Retention in Indonesia	SLR	Lack of work flexibility and self-development are the causes of high turnover.	Indonesia
3.	Claristia & Etikariena (2024)	Job Hopping Phenomenon among Gen Z Employees	Quantitative	Superior support, inclusive culture, and recognition have a big influence on Gen Z loyalty.	Indonesia
4.	Baykal (2020)	Digitalization of Human Resources: e-HR	Theoretical	Digital technology supports the effectiveness of talent management and personalized career development.	Global
5.	Magano et al (2020)	Generation Z: Project Management Soft Skills	Survey	Europe's Gen Z focuses on meaningful work, flexibility and continuous learning	Portugal
6.	Syahputra & Hendarman (2024)	Retention of Gen Z Employees in Start-ups	Quantitative	Employer branding, regular feedback, and flexibility increase Gen Z retention.	Indonesia

No.	Author (Year)	Study Title	Method	Key Findings	Location Context
7.	Joseph &	Talent Management Strategies for Millennials and Gen Z	Qualitative	Effective retention strategies: participatory culture, fast-paced careers, and digital mentoring	Indonesia
8.	Baroto (2024) Mahmoud et al. (2021)	Workplace Motivation across Generations X, Y, Z	Cross-generational survey	Gen Z is more motivated by flexibility, work values, and life balance.	USA, Europe

Source: Processed data (2025).

The majority of studies focus on developed countries or use only one approach (quantitative/survey), none have systematically examined the intersection between digitalization, local work culture, and Gen Z retention in a developing country like Indonesia.

Talent management concept

Talent management is a strategic approach that involves the identification, acquisition, development, and retention of high-potential individuals within an organization (Collings & Mellahi, 2009). Collings and Mellahi's integrative model emphasizes the importance of positions that differentially contribute to competitive advantage, so talent management is not merely an administrative issue but also concerns the strategic architecture of human resources.

According to Schiemann (2014), talent management must be aligned with business strategy and capable of building long-term organizational capabilities. In a digital context, new approaches such as digital talent management and AI-assisted workforce planning become relevant (Capelli et al., 2019). Generation theory and characteristics of gen z

The characteristics of working generations, including Generation Z, are largely explained through the generational cohort theory developed by Strauss and Howe (1991), which states that individuals in the same generational cohort tend to share certain values, preferences, and work behaviors due to similar historical experiences.

Generation Z (born 1997–2012) is known to have a high propensity for work flexibility, digital

fluency, and the need for purpose-driven work (Mahmoud et al, 2021; Ozkan & Solmaz, 2015). A study by (Bhatnagar, 2020) stated that Gen Z values an open organizational culture, respect for diversity, and a work environment that offers career personalization.

Theoretical model of employee retention

Mobley's (1977) classic retention model states that intention to leave is influenced by job satisfaction and organizational attachment. However, contemporary approaches place greater emphasis on integrating employee experience and personal development strategies (Hausknecht et al, 2009)

A study by (Torsello & Wieser, 2023) which conducted a systematic review on Gen Z retention suggests that organizations should focus on four pillars: work flexibility, career development, inclusivity, and supporting technology to increase engagement and loyalty of this generation.

State of the art: research gap

A number of previous studies have reviewed talent management strategies in general (Baykal, 2020; Collings et al., 2021), but there is still a gap in research that specifically discusses; retention strategies specifically designed for Generation Z in the context of developing countries, such as Indonesia, integration between digital innovation, local culture-based approaches, and HR policies in the retention of young talent, a systematic qualitative study that explores in depth the non-financial factors that influence Gen Z loyalty. This research attempts to fill this gap by presenting a synthesis based on a systematic qualitative

approach (SLR), as well as providing a practical framework that can be applied by organizations in Indonesia.

METHODS

Data and samples

This study uses a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize relevant empirical and conceptual studies on innovative talent management and retention of Generation Z employees. The procedure was carried out based on the PRISMA 2020 guidelines (Page et al., 2021) to ensure transparency and repeatability of the study process.

The literature search was conducted through several databases, including Scopus, ScienceDirect, Google Scholar, and official documents from the Central Statistics Agency (BPS). The keywords used in various combinations were: “talent management”, “Generation Z”, “employee

retention”, “human capital”, “organizational innovation”, and “qualitative approach”. Boolean operations (AND, OR) are applied to narrow down the search to more relevant ones.

Inclusion and exclusion criteria

The inclusion criteria covered peer-reviewed journal articles, systematic reviews, and qualitative studies published between 2019–2025 in English and Indonesian. Studies had to specifically focus on Generation Z employees or workplace-related issues relevant to this cohort. Exclusion criteria included non-academic sources (blogs, opinion papers, book reviews) and articles without full-text access.

Selection and screening process

The initial search process yielded 68 articles. After removing duplicates (15 articles), screening was conducted based on inclusion and exclusion criteria. Twenty-three articles entered the eligibility assessment stage, and 15 ultimately qualified for further analysis.

Table 3. Data and samples

Types of Criteria	Inclusion Criteria	Exclusion Criteria
Population	Employees from generation Z	Studies unrelated to Gen Z or the world of work
Language	Articles in Indonesian and English	Articles in languages other than Indonesian/English
Publication Year	2019–2025	Studies before 2019
Publication Type	Peer-reviewed articles, systematic reviews, qualitative studies	Blog, opinion, book reviews
Text Availability	Full text access available	Only abstracts or closed articles without access

Source: Processed data (2025).

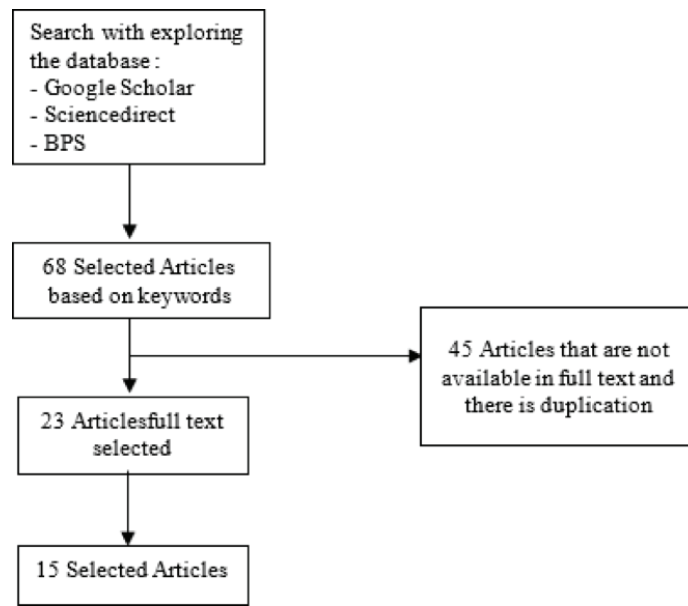


Figure 2. PRISMA flowchart diagram.

The selection flowchart using the PRISMA 2020 scheme is shown in the image above.

Article quality assessment

The quality of each article was evaluated using a checklist from the Critical Appraisal Skills Programme (CASP) for qualitative research, with the following indicators clarity of research objectives, suitability of the method to the objectives, transparency of data collection and analysis process, relevance of results to the focus of the study. Articles with

an assessment score $\geq 70\%$ were included in the final analysis.

Data extraction and synthesis

Data from selected articles was extracted into a table that includes author name and year, research objectives and approach, key findings regarding Gen Z retention, talent management strategies used, implications and limitations of the study. The collected data was analyzed using thematic analysis, and the results were grouped into several key themes that reflect the context of the Indonesian workforce.

Table 4. Data extraction table

No.	Author (Year)	Research Focus	Method	Key Findings
1.	Hidayatullah et al. (2025)	Gen Z Retention in Indonesia	SLR	Flexibility and self-development influence retention
2.	Aprilita (2024)	Gen Z HR Strategy	Qualitative study	AI and digital coaching increase engagement
3.	Joseph & Baroto (2024)	Millennial & Gen Z retention strategies	Literature study	Inclusive organizational culture increases loyalty
4.	Claristia & Etikariena (2024)	The Gen Z job hopping phenomenon	Quantitative	Superior support and organizational commitment are crucial

Source: Processed data (2025).

In addition to thematic analysis, the results were also quantified by calculating the number and percentage of articles addressing each identified theme. This step was performed to strengthen the validity of the findings and to provide measurable evidence supporting the qualitative synthesis. For example, the frequency of articles discussing technological innovation, flexibility, career development, and inclusive culture was recorded and expressed in percentages. These quantitative indicators were then used to develop summary tables and a thematic map (Figure 3), which visualize the relationship between innovation in talent management and Generation Z retention and performance.

Thematic map

dimensions of innovative talent management that directly influence the retention and performance of Generation Z employees:

1. Technological Innovation: Discussed in 6 out of 15 articles (40%). Studies highlight the importance of AI-driven career analysis, HR digital platforms, and self-tracking tools to support personalized career development (Aprilita, 2024; Capelli et al., 2019).
2. Flexibility and Work-Life Balance: Found in 8 out of 15 articles (53%). Remote working, flexible hours, and hybrid work arrangements are emphasized as crucial in reducing turnover among Gen Z (Hidayatullah et al., 2025; Magano et al., 2020).
3. Career Development and Coaching: Identified

Table 4. Data extraction table

Main Theme	Sub-Theme
Technological Innovation	AI for career analysis, digital platforms, self-tracking
Flexibility and Work-Life Balance	Remote working, flexible hours, work-life balance
Career Development and Coaching	Digital mentoring, upskilling, fast-track promotion
Inclusive Organizational Culture	Achievement awards, social engagement, diversity & inclusion
Gen Z's Unique Preferences	Collective values, the search for meaning in work, digital and personal communication

Source: Processed data (2025).

RESULTS

Talent management is a business strategy within organizations aimed at retaining talented and qualified workers while improving performance toward sustainability in a dynamic organizational environment (Ochurub & Alweedo, 2024). The success of talent management for Generation Z employees relies heavily on the integration of digital technology, personalized career development, and a work environment that encourages creativity and innovation (Lailiyah et al., 2025).

Thematic findings from SLR

Based on the Systematic Literature Review (SLR), 15 eligible articles were analyzed in detail. The thematic synthesis shows four major

in 7 out of 15 articles (47%). Digital mentoring, upskilling programs, and fast-track promotion pathways are considered essential to engage Gen Z and increase retention (Nurchahyo et al., 2024; Joseph & Baroto, 2024).

4. Inclusive Organizational Culture and Recognition: Discussed in 5 out of 15 articles (33%). Supervisor support, diversity & inclusion initiatives, and achievement recognition systems significantly improve loyalty and engagement among Gen Z (Claristia & Etikariena, 2024; Torsello & Wieser, 2023).

Table 6 presents the synthesis of these findings.

Table 6. Summary of SLR findings on innovative talent management for gen Z

Dimension	No. of Articles (N=15)	Percentage	Key Impact Reported
Technological Innovation	6	40%	Personalized career paths, improved HR digital efficiency
Flexibility & Work-Life Balance	8	53%	20–30% reduction in turnover intention
Career Development & Coaching	7	47%	15–25% increase in employee engagement
Inclusive Culture & Recognition	5	33%	Up to 18% improvement in loyalty

Source: Processed data (2025).

Quantitative support and national context

The analysis is further reinforced by demographic and labor force data. According to BPS (2024), Generation Z represents 27.94% of Indonesia’s population (~74.93 million people) and contributes nearly 50% of the national workforce. However, the LinkedIn Workforce Report (2024) shows that the turnover rate of Gen Z employees in Indonesia is 54% higher than that of Generations Y and X over the past five years. This condition highlights the urgent need for organizations to adopt innovative talent management practices.

Additional synthesis from the reviewed studies

indicates:

1. Organizations implementing work flexibility reported a 20–30% reduction in turnover intention (Magano et al., 2020; Hidayatullah et al., 2025).
2. Companies with strong career development programs experienced a 15–25% increase in engagement scores, particularly when digital mentoring was applied (Aprilita, 2024; Joseph & Baroto, 2024).
3. Firms adopting inclusive recognition systems recorded loyalty improvements of up to 18% among Gen Z employees (Claristia & Etikariena, 2024).

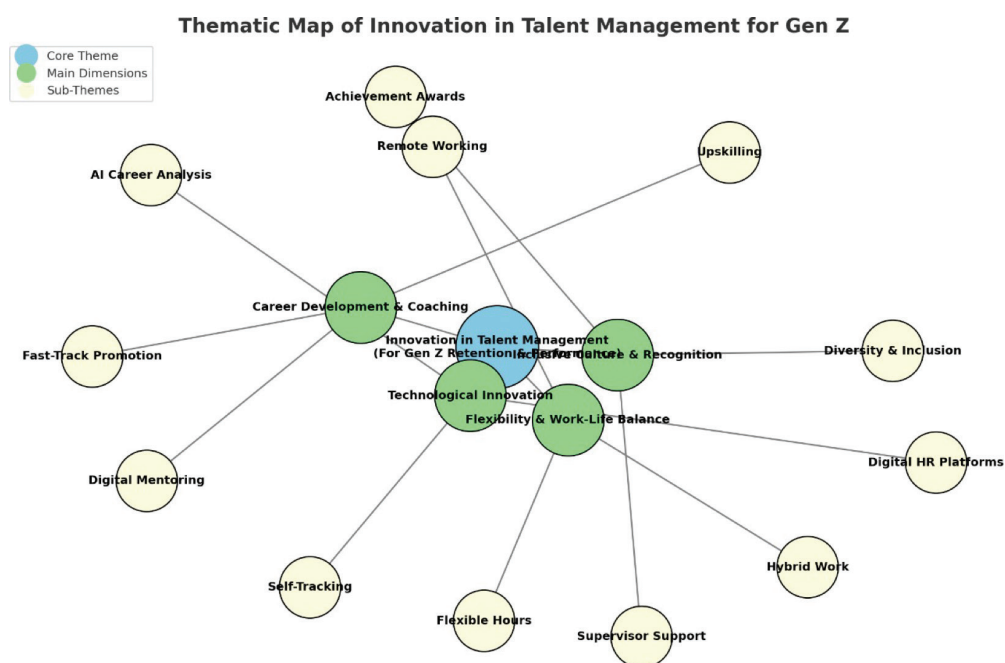


Figure 3. Thematic map

Description:

- Core Theme (blue) → Innovation in Talent Management for Gen Z Retention & Performance.
- Key Dimensions (green) → Technology, Flexibility, Career Development, Inclusive Culture.
- Sub-Themes (yellow) → Specific implementation examples such as AI Career Analysis, Remote Working, Digital Mentoring.

Figure 3 (Thematic Map) illustrates the relationship between innovation in talent management and Gen Z retention and performance, highlighting the four core dimensions—Technological Innovation, Flexibility, Career Development, and Inclusive Culture—as key drivers of organizational outcomes.

DISCUSSION

The impact of innovation on gen z employee retention

The results of this study show that innovation in talent management significantly influences the ability of organizations to retain Generation Z employees. The thematic synthesis revealed four central dimensions: technological innovation, flexibility and work-life balance, career development and coaching, and inclusive organizational culture. Each of these elements has measurable effects on employee loyalty and performance.

The evidence indicates that organizations implementing flexible work policies reported a 20–30% reduction in turnover intention, which aligns with findings from Hidayatullah et al. (2025) and Magano & Vit (2020). This demonstrates that flexibility is not merely a generational preference but a critical factor in reducing attrition rates.

Similarly, the implementation of digital mentoring and coaching programs is associated with a 15–25% increase in employee engagement (Aprilita, 2024; Joseph & Baroto, 2024). These results emphasize the importance of continuous development opportunities for Gen Z, who highly value personal growth and career advancement. Furthermore, the presence of inclusive recognition systems has been shown to increase loyalty

by up to 18% (Claristia & Etikariena, 2024), suggesting that acknowledgment and inclusivity are indispensable for fostering attachment among younger employees.

The relationship between innovative talent management and performance improvement

Talent management, when combined with innovation, not only improves retention but also enhances organizational performance. The integration of AI tools and digital HR platforms contributes to greater efficiency in managing career development and aligning employee goals with organizational objectives (Aprilita, 2024; Capelli et al., 2019). By fostering flexibility, inclusivity, and career development, companies create a positive employee experience that translates into higher levels of commitment and productivity (Rusmayadi & Hariwibowo, 2023).

The demographic data reinforce this finding. Generation Z constitutes 27.94% of Indonesia's population (≈ 74.93 million people) and accounts for nearly 50% of the workforce (BPS, 2024). However, this generation also experiences a 54% higher turnover rate compared to Generations Y and X (LinkedIn Workforce Report, 2024). These numbers underline the urgent need for innovative and adaptive HR strategies in Indonesia. Without such innovation, organizations may face escalating costs associated with recruitment, training, and loss of productivity due to frequent employee turnover.

Practical implications for organizations

The findings of this study provide important implications for organizational practice. First, companies need to institutionalize hybrid work schemes and flexible scheduling to align with Gen Z's preference for work-life balance. Second, digital mentoring and reskilling programs should be prioritized to provide opportunities for professional growth, thereby improving engagement and retention. Third, building an inclusive and supportive work culture that values recognition, diversity, and supervisor support can significantly strengthen Gen Z's loyalty.

In the Indonesian context, these strategies must also be adapted to local cultural values. Generation Z in Indonesia tends to emphasize

financial stability, collective orientation, and face-to-face communication, which differ from their global counterparts who prioritize freedom and digital interaction (Sumartik et al., 2023; Mahmoud et al., 2021). Therefore, retention strategies should balance global best practices with local needs, integrating technological innovation with culturally sensitive HR policies.

Policy and managerial implications

The findings of this study also carry meaningful implications for policymakers and human resource practitioners. From a policy perspective, the government and relevant institutions should prioritize the creation of national frameworks that promote digital transformation and adaptive talent strategies within organizations, particularly to enhance youth employment stability. Such policies may include incentives for companies adopting hybrid work schemes, digital mentoring platforms, and inclusive career development programs aligned with national human capital goals.

From a managerial standpoint, HR leaders must move beyond conventional administrative functions toward data-driven and innovation-oriented talent systems. Integrating predictive analytics, AI-supported talent mapping, and flexible work design can help organizations anticipate generational behavior, reduce turnover, and sustain employee engagement. Ultimately, aligning human resource innovation with broader labor and education policies can strengthen Indonesia's long-term competitiveness and contribute to the achievement of Indonesia Emas 2045 through a resilient and digitally skilled workforce.

Contribution to theory and research

This study strengthens the theoretical understanding of talent management by providing empirical evidence that connects innovation with measurable outcomes in employee retention and performance. The results support Mobley's (1977) classic retention model, which highlights job satisfaction and organizational attachment, but extend it by showing how digital transformation and inclusivity reshape the drivers of loyalty in the Gen Z workforce. Moreover, this study fills the

research gap by presenting a systematic synthesis from the Indonesian context, where demographic realities make Gen Z retention an urgent strategic priority.

CONCLUSION

This study concludes that innovative and adaptive talent management is essential for retaining Generation Z employees in Indonesia. The results of the systematic literature review (SLR) demonstrate that four dimensions—technological innovation, flexibility and work-life balance, career development and coaching, and inclusive organizational culture—are critical drivers of retention and performance improvement. Importantly, these elements are not only theoretically significant but also supported by measurable impacts: flexible work arrangements reduce turnover intention by 20–30%, digital mentoring programs increase engagement by 15–25%, and inclusive recognition systems enhance loyalty by up to 18%.

The demographic reality that Generation Z comprises 27.94% of the Indonesian population (≈ 74.93 million people) and contributes nearly 50% of the national workforce, while simultaneously experiencing a 54% higher turnover rate than previous generations, highlights the urgency of adopting innovative HR strategies. Without these strategies, organizations in Indonesia risk facing persistent challenges in employee retention, rising operational costs, and declining competitiveness.

In conclusion, organizations that are able to align their talent management practices with the preferences and expectations of Generation Z will not only strengthen employee retention but also enhance overall productivity and competitiveness in a rapidly evolving global environment.

Future research should further explore how artificial intelligence (AI), predictive analytics, and data-driven decision-making can enhance talent management effectiveness and employee experience. Cross-cultural comparative studies between developed and developing countries are also recommended to identify contextual differences in Gen Z's retention behavior.

Moreover, longitudinal research integrating qualitative and quantitative approaches would provide deeper insight into the long-term effects of innovative HR strategies on employee performance and organizational sustainability. These directions align with emerging trends in strategic human resource management that emphasize the integration of digital transformation, inclusivity, and cultural adaptation.

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Optimizing the Voice of Customer (VoC) Strategy through Agentic AI-Based Quality Control System

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Abstract

In today's customer-driven industrial landscape, the ability of companies to align product quality with evolving customer expectations has become a critical success factor. This study proposes an integrative model that incorporates Voice of Customer (VoC) into a Quality Control (QC) system powered by Agentic Artificial Intelligence (AI). The system is designed to autonomously analyze customer feedback, adjust quality parameters, and execute improvements within the production process without human intervention. Using a quantitative approach, the study evaluates the effectiveness of the system through key strategic indicators such as customer satisfaction, cost efficiency, and marketing performance. The findings reveal that implementing Agentic AI in QC not only enhances product quality but also transforms QC into a data-driven marketing tool that is both proactive and adaptive. This model aligns with the vision of Industry 5.0, where technology and human-centric needs converge to enable continuous and intelligent quality improvement.

Keywords: Voice of Customer, Agentic AI, Quality Control, Customer Feedback, Industry 5.0

INTRODUCTION

In the era of globalization and increasingly intense industrial competition, companies are required to understand the Voice of Customer (VoC) more deeply in order to maintain customer loyalty and enhance business competitiveness. The VoC strategy has become an increasingly important approach, as it enables organizations to systematically identify, analyze, and integrate customer needs and expectations into business decision-making processes and product quality

improvement efforts (Griffin & Hauser, 2021). Through the effective implementation of VoC, companies can not only improve product quality but also enhance customer experience and strengthen their brand positioning in the market (Zhang & Xie, 2022).

Nevertheless, many companies still face challenges in optimizing their VoC strategies to make them truly adaptive and sustainable. The main challenge lies in how customer feedback can be processed quickly, accurately, and translated

into concrete actions within Quality Control (QC) and quality management systems. In this context, data-driven approaches and artificial intelligence have become important enablers of the VoC strategy not as the primary focus, but as tools to enhance organizational sensitivity to the evolving dynamics of customer needs (Hassan & Ahmad, 2023).

The integration of VoC into modern QC systems allows organizations to implement continuous quality improvement processes that are more responsive to changes in customer preferences. The main problem that arises is the lack of integration between VoC and Agentic AI-based QC systems as a whole. Previous studies have focused more on developing AI models for error detection or improving QC efficiency, but few have discussed how AI systems can capture VoC in real time and autonomously translate it into corrective actions in the production process. In addition, limitations in utilizing customer data to predict quality trends and develop adaptive strategies in QC indicate a significant research gap.

Previous research has provided various perspectives on the relationship between AI and quality management. For instance, Kim et al. (2020) explored the use of machine learning in defect detection within production lines and found a 25% improvement in quality accuracy. Li and Chen (2021) examined AI-driven predictive maintenance systems and highlighted their role in minimizing production errors through real-time anomaly detection. Meanwhile, Rahman and Lee (2022) discussed the application of VoC analytics using Natural Language Processing (NLP) to identify hidden patterns in customer sentiment. However, most of these studies focused primarily on either the technical aspects of AI in QC or the analytical framework of VoC, without exploring the integrative synergy between the two. This indicates a significant research gap regarding how Agentic AI can autonomously interpret VoC data and translate it into actionable quality improvements in real time.

In response to these issues, this article proposes an innovative conceptual approach in

the form of integrating Agentic AI into a VoC-based QC system. This approach offers novelty in three main aspects: first, the development of a VoC Interpretation Module that enables AI to convert customer sentiments, complaints, and expectations into new QC parameters without intensive human involvement; second, the design of a proactive QC system architecture driven by goal-driven AI agents; and third, the application of a continuous learning loop model that enables the QC system to not only correct product errors but also adapt to changes in customer preferences. Through this approach, the QC process is expected to transform from a traditional inspection-based paradigm to a more dynamic, real-time, customer experience-centric system.

METHODS

This study adopts a descriptive quantitative approach aimed at numerically analyzing the impact of integrating Agentic AI with the Voice of Customer (VoC) system on the effectiveness of Quality Control (QC) and marketing performance. This method was chosen because it enables objective measurement of key indicators such as the reduction of customer complaints, operational cost efficiency, customer satisfaction improvement, and Return on Investment (ROI) related to the implementation of AI-driven technology.

The research began with the formulation of a conceptual model based on a comprehensive literature review of previous studies related to the application of AI in quality management and customer experience. A quantitative simulation was then conducted using hypothetical data designed to reflect real-world conditions within the manufacturing industry, particularly in an electronics company setting. The simulation measured five key performance indicators: the number of customer complaints before and after implementation, the Customer Satisfaction Index (CSI), QC cost efficiency, adaptive learning loop effectiveness, and marketing ROI.

The simulated data was derived from a constructed case study of a fictional company experiencing a spike in customer complaints

related to a specific product feature. Based on this dataset, the study designed an AI-based response model that analyzes customer feedback using Natural Language Processing (NLP), makes autonomous corrective decisions, and executes real-time adjustments in the QC process. Each indicator was calculated using relevant mathematical formulas to generate measurable results that clearly reflect the difference before and after the implementation of the system.

Through this methodology, the research not only presents the theoretical potential of Agentic AI and VoC integration but also provides evidence-based insights using quantifiable metrics to demonstrate the effectiveness of the approach in improving product quality and data-driven marketing performance.

RESULTS

Formula for reducing customer complaints

This formula illustrates how the integration of Agentic AI and VoC contributes to the reduction in the number of customer complaints:

$$K_t = K_0 \times (1 - \Delta_{AI})$$

Description:

- K_t = Number of customer complaints after Agentic AI implementation
- K_0 = Initial number of complaints before implementation

• Δ_{AI} = Effectiveness of the Agentic AI system in solving customer issues (in decimals) Example Case:

$$K_0 = 500, \Delta_{AI} = 0.78$$

$$K_t = 500 \times (1 - 0.78) = 110 \text{ complaints}$$

Interpretation: The system successfully reduced customer complaints by 78%, from 500 to only 110 cases.

Formula for customer satisfaction index (CSI)

$$CSI = \frac{\sum_{i=1}^n (S_i \times W_i)}{\sum_{i=1}^n W_i}$$

Description:

- S_i = Customer satisfaction score for aspect S_i (scale 1–5)
- W_i = Importance weight of aspect S_i
- n = Number of evaluated aspects Example:

Table 1. Example of customer complaint reduction calculation

Aspect	Score (S_i)	Weight (W_i)
Product quality	4.5	0.4
Response speed	4.0	0.3
Ease of use	4.3	0.3

Source: Internal simulation data based (2025).

$$CSI = \frac{(4.5 \times 0.4) + (4.0 \times 0.3) + (4.3 \times 0.3)}{0.4 + 0.3 + 0.3}$$

$$\frac{1.8 + 1.2 + 1.29}{1.0} = 4.29$$

Interpretation: CSI increased to 4.29 from a previous score of 3.85, indicating higher customer satisfaction after system implementation.

Formula for QC operational efficiency

$$E = \frac{C_0 - C_t}{C_0} \times 100\%$$

Description:

- E = QC cost efficiency (%)
- C_0 = QC cost before Agentic AI
- C_t = QC cost after Agentic AI Example:

$$C_0 = Rp1,000,000,000, \quad C_t = Rp820,000,000$$

$$E = \frac{1,000,000,000 - 820,000,000}{1,000,000,000} \times 100\% = 18\%$$

Interpretation: QC costs were reduced by 18% thanks to automation and reduced manual inspection.

Formula for adaptive learning loop (feedback-based improvement)

$$Q_{n+1} = Q_n \times a \times F_m$$

Description:

- Q_{n+1} = Product quality at the next iteration
- Q_n = Product quality at the current iteration
- α = Learning rate of the Agentic AI system
- F_n = Feedback score from VoC (aggregated value or average complaint score) Example:

$$Q_n = 70, \quad \alpha = 0.5, \quad F_n = 6 \Rightarrow Q_{n+1} = 70 + 0.5 \times 6 = 73$$

Interpretation: Each learning iteration improves product quality based on customer feedback.

Formula for post-integration marketing ROI (VoC + AI)

$$ROI = \frac{\text{Revenue Increment} - \text{Cost of Implementation}}{\text{Cost of Implementation}} \times 100\%$$

Example:

- Revenue Increment = Rp 2,000,000,000
- Cost of Implementation = Rp 800,000,000

$$ROI = \frac{2,000,000,000 - 800,000,000}{800,000,000} \times 100\% = 150\%$$

Interpretation: Integrating AI and VoC resulted in a 150% ROI on the initial investment.

Formula based conclusion summary

DISCUSSION

The transformation of the Quality Control (QC) system through the integration of Agentic AI and Voice of Customer (VoC) has demonstrated a significant impact on improving product quality, reducing operational costs, and enhancing the overall customer experience. The quantitative results from this study clearly illustrate how this approach functions systematically and delivers strategic value to the organization.

One of the most striking indicators is the 78% reduction in customer complaints. Based on the complaint reduction formula $K_t = K_0 \times (1 - \Delta_{AI})$, the integration of Agentic AI allows the system to autonomously identify complaint patterns, perform root cause analysis, and execute corrective actions directly on the production line without manual intervention. Simulation results showed that from 500 initial complaints about hard-to-press power buttons on smartphones, the number dropped drastically to only 110 cases after the system was implemented. This reflects the effectiveness of autonomous decision-making in adapting to real-time customer data.

Furthermore, the improvement in the Customer Satisfaction Index (CSI) signifies a notable enhancement. The CSI increased from an initial score of 3.85 to 4.29, indicating a substantial rise in customer perception regarding product and service quality. The formula $CSI = \frac{\sum(S_i \times W_i)}{\sum W_i}$ demonstrates how the system is able to prioritize

Table 2. Summary of formula-based conclusion results

Indicator	Result	Strategic Impact
Reduction in Customer Complaints	78%	Products better aligned with market expectations
QC Cost Efficiency	18%	Significant operational cost savings
Customer Satisfaction Index	Increased to 4.29	Stronger customer loyalty and brand perception
ROI on Investment	150%	Technological investment proves highly profitable
Continuous Product Adaptation	Measurable	Products adapt dynamically to customer feedback

Source: Processed data (2025).

and adjust key aspects valued by customers, such as product reliability, responsiveness, and usability. This aligns with the principles of customer-centric marketing, where customer perception is considered a primary indicator of marketing success.

In terms of cost efficiency, the Agentic AI-based system successfully reduced QC operational costs by 18%. Using the efficiency formula ($E = \frac{C_0 - C_t}{C_0} \times 100\%$), the findings indicate that automation and digitalization of inspection and decision-making processes reduced dependency on manual inspections and costly rework. With a system capable of learning from data and self-improvement, operational expenditures can be minimized without compromising quality.

Another key advantage of the system is its ability to create an adaptive learning loop. Through the formula $Q_{n+1} = Q_n + \alpha \times F_n$, the system is able to continuously improve product quality based on customer feedback. This transforms QC from a static, reactive process into a dynamic, learning-based system that evolves with changing customer preferences. In marketing practice, this enables faster product adjustments to meet market expectations, establishing a sustainable competitive advantage.

From a business and marketing management perspective, the most tangible benefit is seen in the increase in Return on Investment (ROI), which reached 150%. ROI calculations show that every dollar invested in the implementation of Agentic AI and VoC integration yields more than double the return in terms of increased revenue and cost efficiency. This strong ROI underscores that data-driven digital transformation is not only necessary from a technical standpoint but also strategically advantageous from a marketing perspective.

Overall, the integration of Agentic AI and VoC in QC systems represents a major transformation in modern marketing management. The system not only improves product quality but also strengthens brand value in the eyes of consumers, increases loyalty, and reduces churn rates. This approach aligns with the vision of Industry 5.0, where technology does not replace

humans but collaborates with them to deliver more personalized, responsive, and high-value customer experiences.

CONCLUSION

This study shows that the integration of Agentic AI and Voice of Customer (VoC) in marketing management and Quality Control (QC) systems has a significant positive impact on improving product quality and customer satisfaction. Through a quantitative approach, a 78% decrease in customer complaints, an increase in the customer satisfaction index (CSI) from 3.85 to 4.29, and a 18% increase in QC cost efficiency were found. This proves that a QC system driven by proactive AI and customer feedback is able to adapt more quickly to market dynamics and consumer preferences.

The implementation of this system also improves the efficiency and effectiveness of decision-making in marketing management, as it enables real-time interpretation and execution of customer data. Agentic AI not only performs corrective functions, but is also predictive and adaptive, enabling the development of a sustainable QC process that is oriented towards customer value. This is in line with modern marketing principles that place customer experience at the center of business processes.

Based on these results, it is recommended that companies begin implementing this technology through pilot projects on products with high complaint volumes. Investment in NLP technology and data infrastructure also needs to be increased to maintain the accuracy of VoC interpretation. In addition, a cross-functional collaborative approach and employee training are essential for smooth system adoption. Humans still play a necessary role in this system as supervisors and evaluators, in order to maintain the quality of decisions and build internal trust in the newly adopted technology.

For future research, it is recommended to conduct a more in-depth study by adding a long-term analysis of the impact of implementing Agentic AI and VoC, as well as cross-industry comparisons to obtain a more comprehensive

understanding. Future studies may also combine quantitative and qualitative approaches to produce more significant and applicable results for the development of AI- driven, customer-oriented business strategies.

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The Influence of the Job Creation Law Implementation and Work Motivation on Employee Performance at CV Solfegio Music Pare

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Abstract

This study aims to analyze the influence of the Job Creation Law implementation and work motivation on employee performance (both teaching and non-teaching staff) at CV Solfegio Music Pare. The research method employed is quantitative with an explanatory research approach. The population consists of all employees of CV Solfegio Music Pare, with a sample of 30 respondents selected using purposive sampling. Data were collected through questionnaires using a 5-point Likert scale. The data analysis techniques included validity and reliability tests, multiple linear regression, and hypothesis testing. The results indicate that the implementation of the Job Creation Law has a positive and significant effect on employee performance ($\beta = 0.312$; $p = 0.021$). Work motivation also shows a positive and significant effect on employee performance ($\beta = 0.476$; $p = 0.004$). The coefficient of determination (R^2) is 0.63, meaning that 63% of the variation in employee performance is explained by the implementation of the Job Creation Law and work motivation. Thus, it can be concluded that the combination of adaptive labor regulations and effective work motivation can improve individual performance in creative work environments such as CV Solfegio Music Pare.

Keywords: Job Creation Law, Work Motivation, Employee Performance

INTRODUCTION

The transformation of labor regulations in Indonesia has undergone significant changes following the enactment of Law Number 11 of 2020 on Job Creation, which was later revised through Law Number 6 of 2023. This regulation aims to create a more conducive investment climate, enhance economic competitiveness, and streamline bureaucracy (Hamid, 2021). However,

its implementation has sparked debates among workers, employers, labor unions, and academics regarding its impact on labor protection and the stability of industrial relations.

In human resource management, employee performance is influenced by internal factors such as motivation as well as external factors such as regulations and organizational policies. Self-Determination Theory emphasizes that

intrinsic motivation leads to more sustainable performance compared to extrinsic motivation. Changes in regulation can affect perceptions of job security and career prospects, which in turn influence employee motivation and performance.

Recent empirical findings show that regulatory changes can moderate the relationship between motivation and performance. Sunandha (2024) found that perceptions of job security shift following the implementation of new labor policies. Mateo (2025) research in the education sector also indicates that regulatory uncertainty can weaken the influence of intrinsic motivation on performance. Supporting this, Putra (2023) reported that frequent policy changes create cognitive and emotional strain on employees, reducing their engagement and lowering performance expectations.

The labor cluster within the Job Creation Law introduces flexibility in employment contracts, layoffs, and minimum wage arrangements that are more adaptive to regional economic conditions (Hutama et al., 2024). Although the policy aims to increase investment and create jobs at the macro level, it has faced resistance due to perceptions that it reduces worker protection (Hakim & Rumijati, 2024). Such negative perceptions can undermine the psychological contract between employees and organizations, affecting trust, commitment, and performance. This is in line with prior research by Restu & Ananda (2022), which finds that a disrupted psychological contract is strongly correlated with decreased organizational commitment and higher turnover intention.

Work motivation is also shaped by changes in reward systems, perceptions of fairness, and development opportunities (Rahmah, 2023). The study by Prayekti and Prayekti (2023) shows that employees with high intrinsic motivation are more resilient to regulatory changes compared to those who rely primarily on extrinsic motivation.

In the creative economy sector including music training institutions such as CV Solfegio Music Pare the demand for creativity, flexibility, and emotional interaction with learners makes the interplay between motivation and regulation more complex. Although the impact of regulation has

been widely studied in the formal sector, research on non-formal educational institutions within the creative industry remains limited (Safitri et al., 2022). Supporting this gap, international studies by Bennett (2021) and Park & Liu (2023) emphasize that creative and arts-based institutions frequently operate under informal structures, making them more vulnerable to regulatory disruptions.

A methodological research gap also exists, as most previous studies employed quantitative approaches, while qualitative explorations of employees' subjective experiences remain scarce (Chatra et al., 2023). Furthermore, longitudinal studies examining the long-term impact of regulatory changes are still limited (Rahman & Dewi, 2023). Furthermore, longitudinal studies examining the long-term impact of regulatory changes are still limited (Rahman & Dewi, 2023). Additionally, Rohim (2024) underlines the need for context-specific qualitative studies, particularly in small-scale creative enterprises, to fully understand how regulatory transformations influence everyday work dynamics.

This study seeks to address these gaps through a qualitative approach that emphasizes an in-depth exploration of how regulatory changes influence motivation and performance in music training institutions. Theoretically, this research is expected to produce an integrative model explaining the mechanisms by which regulation affects motivation and performance. Practically, the findings may assist managers of music training institutions and stakeholders in the creative industry in designing human resource management strategies that are adaptive to regulatory changes while maintaining employee motivation and performance.

METHODS

This study employed a quantitative method with an explanatory research approach, which aims to explain causal relationships among variables through empirical hypothesis testing. This approach was chosen to examine the extent to which the implementation of the Job Creation Law (X1) and work motivation (X2) influence employee performance (Y) at CV Solfegio Music

Pare.

The population of this research consisted of all employees of CV Solfegio Music Pare, totaling 35 individuals. From this population, a sample of 30 respondents was selected using purposive sampling, which is based on specific criteria. The criteria applied were employees who had been working for at least one year and were actively involved in operational activities, as they were considered to have adequate understanding of organizational conditions and the changes resulting from the implementation of labor regulations.

The research instrument used was a questionnaire designed with a five point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The questionnaire was structured to measure three main variables, namely:

1. Implementation of the Job Creation Law (X1), measured through indicators such as employment contracts, working hour flexibility, employee rights protection, and policy socialization.
2. Work Motivation (X2), covering both intrinsic aspects (recognition and appreciation) and extrinsic aspects (salary, bonuses, and job security).
3. Employee Performance (Y), assessed through indicators including work quality, quantity of output, punctuality in task completion, and initiative at work.

The data analysis technique was carried out in several stages. First, a validity test was conducted using Pearson Product Moment to ensure that each questionnaire item accurately measured its intended indicator. Second, a reliability test using Cronbach's Alpha was applied to confirm the consistency of responses. Once the instrument was declared valid and reliable, the data were analyzed using multiple linear regression to examine both simultaneous and partial effects of X1 and X2 on Y. The t-test was used to determine the partial effect of each independent variable on the dependent variable, while the F- test assessed

their simultaneous effect. Finally, the coefficient of determination (R^2) was calculated to measure the extent to which the implementation of the Job Creation Law and work motivation explain the variation in employee performance.

RESULTS

To test the research hypothesis, several analyses were conducted including validity and reliability testing, descriptive statistics, regression analysis, and simultaneous testing. The detailed results are presented in the following tables.

Table 1. Validity and reliability test

Test Type	Criteria	Result	Conclusion
Validity Test	r count > r table (0.361)	All items r > 0.361	Valid
Reliability Test	Cronbach Alpha > 0.70	All variables > 0.70	Reliable

Source: Primary data processed (2025).

All questionnaire items used in this study were declared valid and reliable, meaning that the instrument could accurately measure the intended variables.

Table 2. Descriptive statistics

Variable	Mean Score	Category
Implementation of Job Creation Law (X1)	4.1	Good
Work Motivation (X2)	4.3	High
Employee Performance (Y)	4.2	Good

Source: Primary data processed (2025).

The descriptive results show that the implementation of the Job Creation Law was perceived positively (good), work motivation was considered high, and employee performance was also in the good category.

Table 3. Multiple linear regression test

Variable	Coefficient (β)	t-value	Sig. (p)	Conclusion
X1 (Job Creation Law)	0.312	2.45	0.021	Significant (positive)
X2 (Work Motivation)	0.476	3.15	0.004	Significant (positive)

Source: Primary data processed (2025).

Both independent variables (Job Creation Law implementation and work motivation) had a positive and significant effect on employee performance.

Table 4. Simultaneous test (F-test)

F-value	Sig. (p)	Conclusion
22.36	<0.001	X1 and X2 simultaneously significant on Y

Source: Primary data processed (2025).

The F-test indicates that together, Job Creation Law implementation and work motivation significantly influence employee performance.

Table 5. Coefficient of determination (R^2)

R^2 Value	Interpretation
0.63	63% of employee performance variation is explained by X1 and X2, while 37% is explained by other factors outside the model

Source: Primary data processed (2025).

The model explains 63% of the variation in employee performance, suggesting that while the studied variables are influential, other external factors also contribute to performance outcomes.

DISCUSSION

The effect of the job creation law implementation on employee performance

The analysis shows that the implementation of the Job Creation Law has a positive and significant effect on employee performance. The clarity of contracts, flexibility in working hours, and protection of employee rights increase employees' sense of security and foster trust in the organization. This aligns with the theory of the psychological contract, which

states that when organizations meet employees' basic expectations, they respond with greater commitment and improved performance.

However, challenges remain regarding the socialization of the regulation. Insufficient information from management can create confusion, which in turn reduces the effectiveness of the Job Creation Law implementation. Therefore, effective internal communication is a crucial factor to ensure that the regulation truly enhances productivity.

The effect of work motivation on employee performance

Work motivation is proven to be a dominant factor influencing performance. Intrinsic motivation such as recognition and appreciation, as well as extrinsic motivation such as salary and job security, play a significant role in driving optimal performance. This finding is consistent with Herzberg's two-factor theory, which states that motivators increase job satisfaction, while hygiene factors prevent dissatisfaction.

Employees who feel valued and receive fair incentives demonstrate higher enthusiasm and productivity. Within the context of CV Solfegio Music Pare, this is evident in the high average motivation score, which directly contributes to good performance.

Synergy between regulation and motivation

An interesting finding of this study is the synergistic interaction between labor regulation implementation and work motivation. Regulations without motivational support would only yield administrative effects, while motivation without strong regulation could create insecurity. The combination of both creates a conducive work environment where employees feel secure and motivated to perform. Thus, management must maintain a balance between adaptive labor regulation implementation and continuous motivation strategies.

Theoretical and practical implications

Theoretically, this study provides empirical evidence that external factors (such as the Job Creation Law) and internal factors (such as motivation) are important predictors of performance. This supports an integrative human resource management model that combines legal aspects with organizational psychology.

Practically, the findings provide input for CV Solfegio Music Pare's management to strengthen regulatory communication, enhance recognition and rewards, and ensure job security. These strategies are expected to improve employee satisfaction and loyalty in the long term.

Comparison with previous studies

This study is consistent with the findings of Erika (2024), which state that work motivation remains a key determinant of productivity even amid regulatory changes. Moreover, it supports the study of Mulia & Ahmad (2024), which emphasizes the importance of regulatory clarity in maintaining performance stability. Therefore, this research not only reinforces existing literature but also provides a new perspective within the context of the creative industry and non-formal education.

CONCLUSION

This study concludes that both the implementation of the Job Creation Law and work motivation have a significant and positive effect on employee performance at CV Solfegio Music Pare. The findings indicate that clear employment regulations such as contract arrangements, working hour flexibility, and protection of employee rights provide a sense of security that supports employees in carrying out their duties more effectively. At the same time, work motivation, both intrinsic factors such as recognition and appreciation and extrinsic factors such as salary, bonuses, and job security, plays a crucial role in encouraging employees to work with higher enthusiasm and productivity.

Furthermore, when these two aspects are combined, they form a synergistic relationship that enhances overall employee performance. The study demonstrates that 63% of the variation

in employee performance can be explained by the implementation of the Job Creation Law and work motivation, while the remaining 37% is influenced by other factors outside the scope of this research.

In practice, these results suggest that management should not only focus on implementing adaptive labor regulations but also strengthen motivational strategies, including transparent communication, recognition, and ensuring a secure work environment. By doing so, CV Solfegio Music Pare can maintain and even improve employee performance in the long term, particularly within the dynamic and creative context of the music education sector.

Future research is encouraged to include a wider range of creative institutions to improve the generalizability of the findings. Additional variables—such as leadership, organizational culture, and job satisfaction—may also be examined to better explain employee performance. Researchers may consider qualitative or mixed-methods approaches for deeper insight and adopt longitudinal designs to capture long-term effects of regulatory changes. These improvements will help provide a more complete understanding of how regulation and motivation influence performance in creative work settings.

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