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## The Influence of Transformational Leadership and Communication on Employee Performance

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### ABSTRACT

*Evidence suggests that transformational leadership and effective communication can positively impact employee performance. Effective communication plays a crucial role in translating the vision and goals of transformational leaders into actionable plans and tasks for employees, which can positively impact employee performance.*

*This research analyzes the impact of transformational leadership and communication on employee performance in one of the companies providing architectural, civil, mechanical, electrical, and environmental management consulting services in Bandung. The research method used is quantitative, with a descriptive and verification approach. The sample used was 100 employees of a staff company engaged in Bandung's architectural, civil, mechanical, electrical, and environmental management services. We tested the data using validity and reliability tests and then analyzed it using path analysis.*

*Research results indicate that transformational leadership and communication significantly influence employee performance. Transformational leadership and communication influence 81.0% of employee performance, while the remaining 19.0% is caused by other variables or factors that were not researched.*

*This research focuses on transformational leadership and effective communication to improve employee performance. It contributes to increasing effectiveness and communication, which has implications for improving employee performance, especially in the environmental management consulting services sector. By investing in leadership development and promoting effective communication strategies, organizations can create an environment that maximizes employee potential and enhances performance.*

*This research only discusses transformational leadership and effective communication to improve employee performance. However, several factors can still enhance performance, and this research only uses a small sample, so the results cannot be generalized.*

**Keywords:** Transformational Leadership, Communication, Employee Performance.

## INTRODUCTION

In the present period, there is a growing rivalry among companies, both in the trade and service sectors. Therefore, organizations must enhance their performance in various areas, including financial management, utilization of natural resources, adoption of advanced technology, and development of human resources. Suppose a company's human resources are insufficient, even with solid finances, available raw materials, the newest technology, and a sound management system. In that case, more than these production variables are needed to facilitate the accomplishment of the company's objectives. Human Resources is a crucial asset for every firm. Employees play a crucial role in achieving a company's objectives. For the organization to achieve its best goals, it is essential to have employees who demonstrate high performance. Human resources are the sole resources that possess emotions, aspirations, expertise, knowledge, motivation, authority, and productivity. Each of these human resource capabilities impacts the organization's endeavors to accomplish its objectives. An organization's advancement and development level is contingent upon a dependable workforce that can effectively collaborate with its leaders to execute their various tasks. Workers and leaders must provide mutual support, collaborate, and clearly understand each other's rights and

responsibilities. Companies employ diverse strategies to achieve optimal performance. The achievement of high performance is heavily contingent upon the contribution of humans, which is a crucial component compared to other aspects. The important role of performance in an organization cannot be separated from the success of the company (Al-Dhaafri & Alosani, 2021; Garavan, et al., 2021; Sutton & Atkinson, 2023)

Performance is the outcome of an individual's efforts to fulfill their responsibilities and obligations within a specific timeframe, according to the organization's established principles and standards. Employees with exceptional performance will significantly contribute to the organization. Inadequate personnel competencies and proficiencies would detrimentally affect both the productivity and performance of the employees themselves, hence jeopardizing the long-term viability of the company/agency.

Employee performance is crucial at a company operating in Bandung's architectural, civil, mechanical, electrical, and environmental management consulting services. It has been demonstrated to be highly beneficial, and the company expects employees to work diligently and utilize their skills to the fullest extent. Attaining favorable work outcomes is only possible with optimal performance from every individual, making accomplishing goals arduous. The

employee performance at one of the companies in Bandung, which operates in architectural, civil, mechanical, electrical, and environmental management consulting services, primarily encompasses a mindset and conduct that consistently strives to produce work of superior quality compared to previous endeavors. This commitment is driven by continuously improving the future beyond the current state. An employee will experience a sense of pride and contentment in his accomplishments, which are directly linked to his work in service of the firm. Efficient performance is a coveted state in the realm of employment. An employee's work performance will be deemed satisfactory if it meets the established requirements in terms of both quality and quantity.

Inadequate internal communication can lead to unfavorable working circumstances, hinder effective collaboration among employees, and ultimately result in subpar employee performance and suboptimal job outcomes. Regarding external perception, the quality of work and level of service provided by a company that offers architectural, civil, mechanical, electrical, and environmental management consulting services in Bandung can significantly impact the company's assessment by external parties. Therefore, the company must prioritize effective communication and establish a robust management system to ensure long-term sustainability. Leadership and communication in this company are integrated channels that gather

and analyze relevant information. This information is then utilized to accomplish the company's vision and mission. The company provides architectural, civil, mechanical, electrical, and environmental management consulting services in Bandung. The company has successfully maintained positive relationships with external parties since its establishment. Initially, the company's external network was limited to relatives, friends, and colleagues of the founders who were Directors and Commissioners. However, the founders recognized that this limited network would expand over time through professional collaborations with other companies in the consulting services sector. The disciplines of Architecture, Civil Engineering, Mechanical Engineering, Electrical Engineering, and Environmental Management are all in Bandung. This condition is evidenced by the existence of a Cooperation contract between external parties and a colleague of one of the directors who is a planner in a Government Planning project.

The empirical data reveals that the mean percentage of objective attainment is 50%. In 2020, it achieved a 60% rate, while in 2021, it declined to 55%. The company's projected aims need to be aligned with the actual results achieved. Average score of 3.24, indicating a relatively high level of performance. In terms of quality, they achieved a score of 3.31, suggesting satisfactory performance. However, employees

needed more accuracy in completing their tasks, resulting in a score of 3.08 in the quantity aspect. However, the employee must still meet the company's targets to complete their job responsibilities. Regarding task implementation, they received a score of 3.04, considered relatively good. However, their thoroughness in their duties could be more optimal. This condition is due to their need to anticipate what may arise. The analysis determined that the employees' performance at a company specializing in architectural, civil, mechanical, electrical, and environmental management consulting services in Bandung could have been more optimal. Enhancing the company's performance would make it easier to attain its objectives. Therefore, leaders must identify methods and resolutions to enhance staff performance. The significance lies in the fact that performance indicates a profound sense of satisfaction derived from the task at hand, enabling the completion of work at a faster pace and yielding superior outcomes. It is crucial to pay attention to the factors that impact employee performance since they are vital in enhancing the quality of human resources.

Performance encompasses emotions of spiritual connection, collective camaraderie, exhilaration, and engagement. If workers exhibit signs of happiness and optimism toward their activities and tasks and demonstrate friendliness toward one another, it can be concluded that the employees possess a high level of morale.

Conversely, if employees display signs of dissatisfaction, irritability, frequent illness, argumentativeness, restlessness, and pessimism, these behaviors indicate low morale.

It is believed that inadequate leadership is the cause of subpar performance. The leadership of an organization is an internal environmental aspect that significantly impacts policy formation and strategy determination. It is crucial to pay attention to this since a leader, in fulfilling their responsibilities, must be attentive to many types of attitudes. The perception of an organization's success or failure, whether a corporation or a public entity, is typically attributed to the effectiveness or ineffectiveness of its leader. The significance of leaders is paramount, to the extent that the subject of leaders has emerged as a central point of interest for researchers in organizational behavior. (Lai, et al., 2020) Leaders have a crucial responsibility in developing and executing organizational strategies. Extensive research conducted by Katou, Koupkas, and Triantafillidou (2022), Mohammed and AL-Abrow (2023), as well as Tayal, Upadhyay, and Singh (2022), has yielded compelling evidence that effective transformative leadership plays a pivotal role in enhancing the effectiveness and productivity of employees. These studies collectively demonstrate that transformative leaders possess the ability to inspire and motivate their subordinates, leading to improved performance outcomes.

Through their visionary approach, transformative leaders are able to create a shared vision and instill a sense of purpose among their team members. This fosters a positive work environment that encourages innovation, collaboration, and continuous growth. By utilizing various leadership behaviors such as effective communication, empowerment, and individualized support, transformative leaders are able to unlock the full potential of their employees. The findings from these studies highlight the significance of transformative leadership as a powerful tool for organizations seeking to optimize the performance and productivity of their workforce. Implementing effective transformative leadership practices can lead to a more engaged and motivated workforce, ultimately driving overall organizational success.

There is a correlation between leadership and employee performance. Effective leadership inside a corporation motivates employees to attain organizational objectives. Leadership can exert both positive and negative effects on performance outcomes. Hence, the subpar performance of employees at a company in Bandung that provides architectural, civil, mechanical, electrical, and environmental management consulting services is attributed to the organization's inadequate leadership approach.

The presurvey findings for the leadership of a company operating in architectural, civil,

mechanical, electrical, and environmental management consulting services in Bandung indicate an average score of 51.25, which is considered relatively good. The leadership falls within the satisfactory range, although it has yet to reach its maximum potential. This phenomenon is attributed to being equitable and achieving a score of 60, considered highly commendable. While being fair is often seen as positive, it is not regarded as the most effective approach because it does not allow for employee engagement and expression of viewpoints. Providing recommendations to the company was evaluated with a score of 55, indicating a reasonably favorable evaluation. Providing suggestions to the company was well regarded, but it has yet to reach its maximum potential. This condition is a result of leaders' indifference towards subordinates. It is motivating to achieve a score of 50 with a commendable rating. Motivating is generally regarded as positive, although it has yet to be at its highest level of effectiveness. This phenomenon is believed to be a result of the suboptimal utilization of suggestions provided by subordinates by their superiors. Establishing a feeling of security achieved a score of 40, indicating a high grade. While creating a sense of security is often seen as positive, it is not deemed best due to the superior's insufficient attention to the subordinates' achievements.

In addition to leadership, communication can also impact staff performance. Communication

within a corporation often takes place through two channels: internal communication, which happens within the firm, and external communication, which happens outside the company. Issues frequently arise in internal communication, regardless of whether it is vertical, horizontal, or diagonal. These issues can lead to communication failures or, in other words, miscommunication. Communication is transmitting information, ideas, emotions, and skills by utilizing symbols like words, pictures, and numbers.

Communication enables employers to establish and sustain interpersonal connections, actively listen to others, and get the necessary knowledge to cultivate a motivating work environment. A competent communicator is essential for any manager to handle disputes, negotiate successfully, and lead effectively. Upward communication may lack work-related content, and there is typically more excellent communication between superiors and subordinates.

Communication can impact performance outcomes in both beneficial and detrimental ways. Hence, the subpar performance of employees at a company in Bandung, which specializes in architectural, civil, mechanical, electrical, and environmental management consulting services, is believed to be a result of inadequate communication. Extensive research conducted by Kazakov, Ruiz-Alba, and Muñoz (2021), Gomes,

Lourenço, and Ribeiro (2021), as well as Verčič (2021), has unequivocally demonstrated that the effectiveness of communication within an organization is intricately linked to the improvement of organizational performance. These studies provide robust evidence supporting the notion that clear and efficient communication practices are vital for achieving optimal outcomes in organizational settings.

The survey conducted at a company in Bandung, which specializes in architectural, civil, mechanical, electrical, and environmental management consulting services, yielded an average score of 557.5. This number indicates a pretty excellent rating for communication inside the company. The level of communication is satisfactory, but it has yet to reach its maximum potential. This phenomenon is attributed to internal communication obtaining a score of 55, indicating a relatively high ranking. The evaluation of internal communication indicates that it is satisfactory but has yet to be at its highest level of effectiveness. This condition is due to ongoing miscommunication between managers, their subordinates, and colleagues. The evaluation of external communication yielded a score of 60, indicating a favorable rating. The quality of external communication is generally satisfactory, while it has room for improvement. This condition is due to ongoing misinterpretations between the company and other entities.

Based on the facts and supported opinions presented above, it is evident that suboptimal leadership and communication are believed to be influential factors affecting employee performance. The author problem formulation is the Influence of transformational leadership and effective communication on employee performance. This research explores the relationship between transformational leadership and effective communication and employee performance considering the limited research on the management of electrical systems and environmental concerns in Bandung.

## METHOD

The researchers employed a descriptive verification methodology to tackle the identified challenges. This research style facilitates a complete understanding of the relationship between the variables. The accuracy of existing information and the correlations between the researched variables are determined using descriptive and verification processes. These methods entail gathering, manipulating, scrutinizing, and applying data to evaluate accuracy.

The researchers utilized a sample of individuals to clarify the relationship between variables. A population is a defined group of individuals or objects with specific qualities and characteristics selected for study and making

conclusions. The population, as defined, includes both the quantity of items or subjects being studied and all the characteristics or qualities associated with those individuals or objects. If the population is less than 100, the study encompasses the entire population. Nevertheless, when the population surpasses 100, researchers opt for a sample. The sample is a representative fraction of the population being studied, taking into account limitations in terms of time, energy, and expenses. This research aims to generalize the findings from a specific group within a community to draw conclusions that can be applied to the entire population.

The researchers included a sample of only 100 employees, categorizing it as a population research study. A sample of 100 persons was chosen from the entire population of employees working in different operational areas of a company that offers architectural, civil, mechanical, electrical, and environmental management consulting services in Bandung. The researchers implemented a saturation sampling approach, which involved surveying the entire community of 100 individuals.

The researchers employed a data testing methodology that utilized a structured questionnaire to collect the required data systematically. Respondents were instructed to indicate their answers by selecting the matching letter. An ordinal scale quantifies transformational

leadership and effective communication and employee performance levels.

The questionnaire items evaluated the indicators of each variable, with participants indicating their evaluation on a scale ranging from 1 to 5, which corresponded to the spectrum from poor to excellent or from the least significant to the most significant.

The researchers collected quantitative data from the questionnaire using instruments such as Likert's Summated Rating questions, which involved assigning scores to each available answer choice. At first, the scores were classified on an ordinal scale, and later, the Method of Successive Interval was employed for interval-level evaluation. Before employing the questionnaire, a preliminary experiment was undertaken to evaluate its validity and reliability. The questionnaire was administered to a sample of 70 participants who closely matched the characteristics of the actual respondents. This sample size of 70 met the minimum requirement of 30 individuals.

Since data collection was carried out using questionnaires, the researchers stressed the importance of respondents' sincerity in answering the inquiries. The validity of a social study outcome is primarily determined by the measuring instruments utilized. Defective and untrustworthy tools would lead to imprecise research conclusions. Consequently, the researchers performed three sorts of testing: a validity test, a

reliability test, and a normality test. They utilized reliable and credible data collection tools to verify the validity and trustworthiness of the research findings. Before utilizing the questionnaire, the researchers evaluated its validity and reliability.

## RESULTS and DISCUSSION

In order to determine the validity of an item, one needs to compare its score with the sum of all the item scores. If there are objects that fail to match the specified criteria, they will not undergo further examination. If the computed value of  $r$  is more than the critical value of  $r$  at a significance level of 0.05, the measuring instrument is deemed legitimate. Conversely, if the calculated value of  $r$  is less than the critical value of  $r$ , the measuring instrument is considered invalid. The validity test in this study was conducted utilizing the product moment correlation technique with the assistance of the SPSS 25 software.

Meanwhile, the author employed Cronbach's alpha to assess the reliability of the research. An interpretation of the reliability of a variable can be considered dependable if the variable coefficient is more significant than 0.700 or 70%. Furthermore, a higher level of reliability indicates a greater degree of consistency and dependability in the instrument. The validity test findings for each variable's question items and the reliability testing results for the three study variables are as follows:

**Table 1. Results Of Validity and Reliability Testing**



Instruments	Leadership	Communication	Employee Performance
1	0.417	0.308	0.348
2	0.348	0.360	0.383
3	0.415	0.485	0.346
4	0.332	0.394	0.516
5	0.318	0.476	0.388
6	0.401	0.420	0.441
7	0.338	0.348	0.314
8	0.331	0.447	0.365
9	0.473	0.447	0.323
10	0.305	0.406	0.410
11	0.360	0.307	0.435
12	0.446	0.368	0.305
13	0.386	0.463	0.433
14	0.521	0.359	0.424
15	0.466	0.398	0.328
<b>Cronbach Alpha</b>	0,922	0.905	0.856

The instrument provided above assesses leadership, communication, and employee performance variables. It comprises 15 statement items. The validity tests indicate that the test results for these variables meet the required criteria, which is a value greater than 0.300. Therefore, statement items 1 to 15 are valid and can be used as reliable indicators of transformational leadership, effective communication, and employee performance.

The Cronbach's Alpha coefficient for the transformational leadership variable is 0.922, for the effective communication variable is 0.905, and for employee performance is 0.762. The questionnaire items are credible as they all possess a Cronbach's alpha score of over 0.70. To ensure the consistency of data, each statement item used will yield the same results if it is repeated.

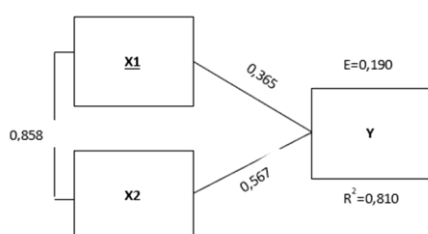
The coefficient of determination (R squared) is a statistical measure presented as a percentage that quantifies the impact of independent factors, specifically transformational leadership and effective communication, in affecting employee performance. In this case, the R squared value is 0.810. transformational leadership and communication collectively account for 81% of the impact on employee performance at a company involved in architectural, civil, mechanical, electrical, and environmental management consulting services in Bandung. Other factors that affect employee performance, in addition to transformational leadership and effective communication, were not examined, and there was an epsilon variable value of 0.190 or 19%.

The results indicate that the two variables significantly contribute to employee performance, which is crucial in achieving high employee performance in a company operating in Bandung's architectural, civil, mechanical, electrical, and environmental management consulting services. Communication impacts employee performance more than leadership at a company that provides architectural, civil, mechanical, electrical, and environmental management consulting services in Bandung. Effective communication is crucial in helping organizations get a competitive edge by identifying distinct qualities that distinguish construction companies from others. The government should examine this distinction while selecting a company to provide architectural, civil, mechanical, electrical, and environmental management consulting services in the planning field in Bandung.

A study conducted at a firm in Bandung, which specializes in architectural, civil, mechanical, electrical, and environmental management consulting services, investigated the impact of transformational leadership and effective communication on staff performance. The findings of the data analysis are presented in the form of a regression equation:

$$Y = 0,365 X_1 + 0,567 X_2 + 0,190 \varepsilon$$

And the result of Path Analysis as show at figure 1.



**Figure 1. The Result of The Study of Transformational Leadership and Effective Communication in Shaping Employee Performance**

The dependent variable in this context is employee performance, while the first independent variable is transformational leadership, and the second independent variable is effective communication. The error factor or error term is represented by  $\varepsilon$ . Let us thoroughly analyze each component of this equation to comprehend the impact of each variable on employee performance.

To begin, let us discuss the transformational leadership coefficient. A value of 0.365 signifies a favorable correlation between transformational leadership and employee performance. Specifically, a one-unit improvement in leadership will result in a 0.365 unit increase in staff performance, providing that

all other variables stay unchanged. This condition demonstrates that effective leadership within a company operating in Bandung's architectural, civil, mechanical, electrical, and environmental management consulting services plays a crucial role in enhancing staff performance. Competent leaders can inspire and incentivize colleagues, offer unambiguous guidance, and establish a work atmosphere that fosters efficiency and personal development. Leadership quality is a crucial approach to enhance employee performance. The findings of this research align with the discoveries made by Bakker, Hetland, Olsen, and Espevik (2023), which emphasize the importance of being attentive to various types of attitudes when fulfilling one's responsibilities.

Furthermore, the coefficient for effective communication is 0.567, indicating that effective communication not only has a favorable impact on employee performance but also has a more significant influence than leadership. An increase of one unit in effective communication will result in a corresponding rise of 0.567 units in employee performance, provided that all other factors stay the same. This condition underscores the significance of proficient communication inside businesses. Effective communication can enhance comprehension between management and employees, minimize misinterpretations, and promote team collaboration and synergy. Additionally, this facilitates the provision of constructive criticism and prompt settlement of issues. Investing in enhancing communication channels and communication skills within a business can substantially enhance employee performance. The research conducted by Lee and Kim (2021) has

substantiated the positive impact of effective communication between supervisors and subordinates on enhancing employee creativity. Their findings provide evidence that fostering open and constructive communication channels between managers and their team members plays a crucial role in stimulating and promoting innovative thinking among employees.

Moreover, the error factor or error term ( $\epsilon$ ) in this model encompasses additional variables not accounted for in the study yet exert an influence on employee performance. The error value of 0.190 suggests that additional aspects beyond leadership and effective communication influence employee performance. These variables encompass company culture, employee welfare, incentives and rewards, working circumstances, and personal aspects, including individual motivation and work devotion. This mistake element serves as a reminder that while leadership and effective communication are crucial, management must also consider other factors that impact employee performance.

Based on this study's findings, we may derive multiple practical consequences for the management of a company operating in the architectural, civil, mechanical, electrical, and environmental management consulting services sector in Bandung. Considering the substantial impact of leadership on employee performance, firms have the opportunity to allocate resources toward the development of leadership skills. The research findings support the study conducted by Lai et al. (2020), which reveals that transformational leaders employ a range of behaviors to stimulate followers and enhance their task performance and positive behaviors. Leadership-

focused training and development programs can yield beneficial outcomes. This condition encompasses instruction on techniques for inspiring, overseeing groups, making sound judgments, and several other abilities related to interpersonal interactions.

Furthermore, given that effective communication has been demonstrated to have a more significant impact on enhancing employee performance than transformational leadership, it is imperative for firms to ensure that their current communication channels are functioning optimally and efficiently. This entails guaranteeing that crucial information is communicated unambiguously and promptly and that staff have accessible avenues to offer comments and seek clarification. Furthermore, providing communication training to employees at every hierarchical level can enhance the overall efficacy of communication inside the firm. The study carried out by Milanović, Matić, and Golubović (2021) reveals a significant correlation between internal communication and job satisfaction among both managerial and non-managerial employees in Serbia. The findings highlight the importance of effective internal communication practices in shaping employees' attitudes towards their work. This research emphasizes the impact of fostering transparent and open channels of communication within organizations, as it positively influences job satisfaction levels among employees across different hierarchical levels.

Enhanced internal communications encompass technological tools like email, collaborative platforms, and human dynamics, for instance, establishing a culture that fosters open discourse, where employees can easily express their thoughts and engage in discussions without apprehension of being dismissed

or penalized. Additionally, it encompasses the significance of engaged listening, wherein leaders and employees mutually appreciate and respect each other's viewpoints and insights.

This research also paves the way for more studies investigating other variables that impact employee performance—for instance, comprehending the integration of employee well-being, working conditions, and reward systems with transformational leadership and communication to establish a more efficient work environment. This study can be further extended to examine the interplay and impact of these variables on each other, offering a more holistic understanding of the dynamics of employee performance.

In addition, the findings of this study can serve as a benchmark for evaluating the performance of management in a company operating in the architectural, civil, mechanical, electrical, and environmental management consulting services sector in Bandung. This review will help identify areas that require development. By recognizing the significant impact of effective communication, firms can prioritize their efforts to enhance communication. One idea is to conduct frequent town hall sessions where management may disseminate the most up-to-date information to all employees and obtain direct feedback. Alternatively, establish a performance management system that exhibits greater transparency and is more receptive to employee feedback.

The research concludes that transformational leadership and effective communication have a crucial role in enhancing employee performance within a company operating in Bandung's architectural, civil,

mechanical, electrical, and environmental management consulting services sector. Efficient leadership and effective communication are fundamental elements that can assist firms in attaining their business objectives by enhancing productivity and fostering employee engagement. Nevertheless, it is acknowledged that other additional variables impact employee performance, necessitating a thorough and all-encompassing strategy to manage performance efficiently.

By gaining a deeper comprehension of the impact of transformational leadership and effective communication on employee performance, the management of a company operating in architectural, civil, mechanical, electrical, and environmental management consulting services in Bandung can develop more effective strategies to enhance organizational efficiency and effectiveness. By implementing this approach, the company will enhance not just the efficiency of its staff but also foster a more favorable and efficient work atmosphere for all employees.

## CONCLUSION

The research findings shed light on the pivotal role of transformational leadership and effective communication in shaping employee performance within the architectural, civil, mechanical, electrical, and environmental management consulting services sector in Bandung. With a coefficient of determination ( $R^2$ ) of 0.810, or 81%, these two variables demonstrate a significant impact on employee

performance. It is evident from the analysis that a substantial portion of the variations in employee performance can be attributed to disparities in leadership and communication, while the remaining 19% is influenced by other unexplored factors.

These findings validate the profound influence of transformational leadership and effective communication on employee performance, with communication playing a more prominent role. This is evident in the higher regression coefficient observed for communication compared to leadership. Effective communication has been shown to be crucial in fostering a productive work environment, facilitating seamless information exchange, reducing misunderstandings, and promoting collaboration and coordination among team members.

Hence, organizations must prioritize effective communication tactics within the organization. Enhancing communication efficiency can serve as a crucial strategic measure to distinguish a company from its rivals in the construction sector and bolster the confidence of pertinent stakeholders, such as the government, in project planning.

This study underscores the importance of fostering leadership development and employing effective communication techniques to optimize staff performance. By prioritizing these aspects, organizations can create a work environment that

is not only more efficient but also more competitive, thereby enhancing their ability to effectively achieve business objectives. It is important to note, however, that this research solely focuses on transformational leadership and effective communication as means to improve employee performance. It is essential to consider that there are other factors that can also contribute to performance enhancement. Additionally, it is worth mentioning that the research utilizes a limited sample size, which restricts the generalizability of the findings.

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