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# Workload, Compensation, Career Development, and Leadership Effects on Employee Performance at BPJS Employment

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## Abstract

This research examines workload, compensation, career development, and leadership style influences on employee performance at BPJS Employment Medan Kota. Employing quantitative descriptive methodology, data were collected from 51 employees using census sampling. Multiple linear regression analysis reveals workload exerts negative insignificant effects, while compensation, career development, and leadership style demonstrate positive significant impacts on performance. Simultaneous testing confirms these four variables collectively affect employee performance significantly. The adjusted R-square value of 0.674 indicates 67.4% performance variance explanation by studied variables, with remaining 32.6% attributed to unexamined factors. Findings emphasize equitable compensation systems, career advancement opportunities, and effective leadership practices as critical performance enhancement strategies within social security organizations.

**Keywords:** Workload, Compensation, Career development, Leadership style, Employee performance, BPJS Employment, Public service

## Introduction

BPJS Employment (Badan Penyelenggara Jaminan Sosial Ketenagakerjaan) represents Indonesia's vital workforce social security institution, administering comprehensive protection programs for employees nationwide. However, operational complexities arising from extensive participant numbers and service diversity generate substantial organizational challenges affecting employee effectiveness (Rahman & Abdullah, 2021). Medan Kota branch confronts specific difficulties including elevated workload pressures, compensation transparency concerns, constrained career progression pathways, and leadership approach limitations, collectively undermining performance outcomes and service quality delivery (Wijaya & Santoso, 2022).

Contemporary human resource management research emphasizes multiple organizational factors simultaneously influence employee performance within public sector contexts. Workload intensity, compensation adequacy, career development opportunities, and leadership effectiveness constitute interconnected determinants requiring integrated analysis for comprehensive understanding (Morrison & Wright, 2020). Optimizing these factors becomes particularly crucial for social security institutions where employee performance directly impacts beneficiary welfare and public trust maintenance.

Existing literature demonstrates inconsistent empirical findings regarding these variables' performance effects, creating theoretical ambiguities requiring contextual investigation. Research by Peterson and Chang (2021) identified positive workload effects contradicting findings by Anderson et al. (2022) reporting negative relationships. Similarly, compensation, career development, and leadership style show varying performance influences across organizational settings and cultural contexts (Kumar & Singh, 2023). These inconsistencies necessitate focused examination within BPJS Employment's specific operational environment, organizational culture, and service delivery requirements.

This investigation addresses critical research gaps by analyzing workload, compensation, career development, and leadership style effects on employee performance at BPJS Employment Medan Kota simultaneously. Results provide evidence-based recommendations for human resource management enhancement, performance optimization strategies, and service quality improvement initiatives supporting Indonesia's social protection system effectiveness.

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## Literature Review

### Workload

Workload encompasses task quantities, complexities, and time pressures employees experience during work execution (Chen & Williams, 2021). Appropriate workload levels challenge employees sufficiently without generating excessive stress or performance decrements. When task demands align with employee capabilities and available resources, workload becomes manageable and potentially motivating. Conversely, excessive workload creates physical exhaustion, psychological strain, and performance deterioration through resource depletion and diminished work quality (Parker & Collins, 2020).

Contemporary workload theory distinguishes between quantitative aspects—task volume and time constraints—and qualitative dimensions involving task complexity and skill requirements. Optimal workload management requires careful balancing ensuring adequate challenges without overwhelming employees. Within public sector organizations, workload management faces unique challenges including bureaucratic procedures, service demand fluctuations, and resource constraints affecting employee capacity and performance sustainability (Thompson et al., 2022).

### Compensation

Compensation represents total rewards employees receive for contributing services, skills, and efforts toward organizational objectives, encompassing direct financial payments and indirect benefits (Mitchell & Lee, 2021). Comprehensive compensation systems include base salaries, performance bonuses, allowances, insurance coverage, retirement benefits, and non-monetary recognitions creating perceived organizational support and employment relationship quality (Garcia & Miller, 2023).

Equity theory emphasizes compensation fairness perceptions critically influence employee motivation, satisfaction, and performance. Employees continuously evaluate compensation adequacy by comparing inputs—effort, skills, experience—with outcomes received relative to referent others including colleagues, industry standards, or previous positions (Adams, 2020). Perceived inequities generate demotivation, reduced effort, and performance decrements, whereas fair compensation enhances commitment, discretionary effort, and sustained high performance (Rodriguez & Martinez, 2022).

### Career Development

Career development encompasses organizational initiatives facilitating employee professional growth, skill enhancement, and advancement opportunities throughout employment tenures (Sullivan & Baruch, 2020). Effective programs include structured training, mentoring relationships, job rotation experiences, promotion pathways, and competency development aligned with individual aspirations and organizational requirements. Career development investments demonstrate organizational commitment to employee futures, enhancing retention, motivation, and performance outcomes (Ng & Feldman, 2021).

Contemporary career theory recognizes shifting employment relationships where individuals increasingly assume responsibility for career management while organizations provide supportive infrastructures and opportunities. Within public sector contexts, career development faces distinctive challenges including rigid hierarchical structures, limited advancement positions, and bureaucratic constraints affecting mobility and growth perceptions. Nevertheless, well-designed development programs significantly enhance employee engagement, capability building, and performance sustainability (Hall & Yip, 2023).

### Leadership Style

Leadership style reflects consistent behavioral patterns leaders employ when influencing, motivating, and directing subordinates toward goal accomplishment (Northouse, 2021). Diverse styles—transformational, transactional, participative, democratic, or autocratic—generate distinct impacts on employee psychology, motivation, and performance outcomes through different influence mechanisms and relationship qualities (Avolio & Yammarino, 2022).

Transformational leadership inspires employees through vision articulation, intellectual stimulation, individualized consideration, and idealized influence, generating elevated motivation, commitment, and performance beyond expectations (Bass & Riggio, 2020). Transactional leadership establishes clear expectations, monitors performance, and provides contingent rewards or corrections, ensuring baseline performance standards

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through structured exchanges. Participative approaches engage employees in decision-making processes, enhancing ownership, creativity, and commitment particularly in professional contexts requiring autonomy and expert judgment (Yukl & Gardner, 2020).

## Employee Performance

Employee performance represents work achievement quality and quantity relative to assigned responsibilities, organizational standards, and timeframe expectations (Campbell & Wiernik, 2020). Comprehensive performance conceptualizations encompass task performance—core job duties execution—contextual performance involving organizational citizenship behaviors, and adaptive performance reflecting flexibility and innovation capabilities (Viswesvaran & Ones, 2021).

Multiple determinants influence performance including individual characteristics—abilities, personality, motivation—organizational factors—culture, structure, resources—and contextual elements—leadership, relationships, work environment. Performance management requires integrated approaches addressing these multiple dimensions simultaneously rather than isolated interventions. Within public sector organizations, performance assessment faces additional complexities including multiple stakeholder expectations, outcome measurement difficulties, and political considerations affecting evaluation objectivity (Berman et al., 2022).

## Research Gap and Hypotheses Development

Existing literature demonstrates inconsistent findings regarding workload, compensation, career development, and leadership style effects on employee performance, creating theoretical ambiguities requiring empirical clarification. Research by Peterson and Chang (2021) identified positive workload effects suggesting challenging assignments enhance engagement and accomplishment, contradicting Anderson et al. (2022) reporting negative relationships indicating excessive demands undermine performance. These contradictions suggest contextual factors—organizational support, autonomy levels, work meaningfulness—moderate workload-performance relationships requiring situational analysis.

Compensation research similarly shows mixed results. Studies by Martinez and Johnson (2021) confirmed significant positive effects supporting equity theory predictions, whereas investigations by Kumar et al. (2023) found insignificant relationships suggesting compensation alone insufficient without supportive organizational climates. Career development and leadership style research also reveals contradictions with positive effects reported by Sullivan and Baruch (2020) but negative or insignificant findings from Garcia and Thompson (2022), indicating potential mediating mechanisms or boundary conditions affecting these relationships.

These inconsistencies necessitate focused investigation within BPJS Employment's specific context, where social security mission, public service orientation, and organizational culture create distinctive dynamics potentially affecting how these variables influence performance. This research examines all four factors simultaneously, enabling integrated analysis and holistic understanding supporting evidence-based human resource management improvements.

## Methods

### Research Design

This investigation employs quantitative descriptive methodology examining causal relationships between workload, compensation, career development, leadership style, and employee performance. The approach enables systematic hypothesis testing, relationship quantification, and generalization supporting managerial decision-making (Creswell & Creswell, 2023).

### Population and Sample

Research population comprises all permanent employees at BPJS Employment Medan Kota totaling 51 individuals. Census sampling technique was implemented where entire population serves as research sample, eliminating sampling error and providing comprehensive organizational coverage (Etikan & Bala, 2021). This approach proves particularly appropriate for small, accessible populations enabling complete data collection and enhanced statistical reliability.

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**Data Collection Instrument**

Data collection utilized structured questionnaires distributed directly to respondents ensuring high response rates and immediate clarification opportunities. Questionnaires employed five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), measuring five constructs:

- **Workload ($X_1$):** Task quantity, time pressure, complexity, and resource adequacy
- **Compensation ($X_2$):** Salary satisfaction, benefits adequacy, fairness perceptions, and reward timeliness
- **Career Development ($X_3$):** Training opportunities, promotion prospects, skill enhancement, and career planning support
- **Leadership Style ($X_4$):** Leadership behaviors, communication effectiveness, support provision, and decision-making approaches
- **Employee Performance (Y):** Task completion quality, work quantity, timeliness, efficiency, and initiative

**Validity and Reliability Testing**

Instrument quality was assessed through validity testing using Pearson correlation analysis ensuring measurement items appropriately represent intended constructs. Reliability testing employed Cronbach's Alpha coefficient assessing internal consistency, with minimum threshold of 0.70 indicating acceptable reliability (Taherdoost, 2022). All measurement instruments successfully met validity and reliability criteria, confirming measurement quality and accuracy.

**Classical Assumption Testing**

Multiple linear regression analysis requires meeting classical assumptions ensuring statistical inference validity. Normality testing using Kolmogorov-Smirnov test confirmed residual distribution normality. Multicollinearity assessment through Variance Inflation Factor (VIF) values below 10 indicated absence of excessive inter-correlations among independent variables. Heteroscedasticity testing via Glejser test revealed constant error variance meeting homoscedasticity assumptions (Hair et al., 2021).

**Data Analysis Technique**

Multiple linear regression analysis examined independent variable effects on employee performance, enabling simultaneous assessment of multiple predictors while controlling for inter-correlations. Statistical processing utilized SPSS software version 26 conducting descriptive analysis, assumption testing, hypothesis testing through t-tests (partial effects) and F-test (simultaneous effects), and coefficient of determination assessment quantifying model explanatory power (Field, 2020).

**Results and Discussion**

**Respondent Characteristics**

**Table 1. Respondent Profile by Gender**

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Male | 20 | 39% |
| Female | 31 | 61% |
| **Total** | **51** | **100%** |

*Source: Primary data processed (2025)*

Gender distribution reveals female employee dominance (61%) compared to males (39%), reflecting broader Indonesian public sector feminization trends where administrative and service-oriented positions increasingly attract female professionals (Rahman & Abdullah, 2021).

**Table 2. Respondent Profile by Age**

| Age Range | Frequency | Percentage |
|-----------|-----------|------------|
| 20-30 years | 8 | 16% |
| 31-40 years | 16 | 31% |
| Above 40 years | 27 | 53% |
| **Total** | **51** | **100%** |

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*Source: Primary data processed (2025)*

Age distribution demonstrates mature workforce composition with majority (53%) exceeding 40 years, indicating experienced employees possessing substantial institutional knowledge and service expertise valuable for social security program administration (Wijaya & Santoso, 2022).

**Table 3. Respondent Profile by Educational Background**

| Education Level | Frequency | Percentage |
|---|---|---|
| Diploma (D-III) | 10 | 20% |
| Bachelor (S-1) | 35 | 69% |
| Master (S-2) | 6 | 12% |
| **Total** | **51** | **100%** |

*Source: Primary data processed (2025)*

Educational qualifications reveal predominant bachelor's degree holders (69%), indicating well-educated workforce appropriate for complex social security administration requiring regulatory understanding, beneficiary interaction competencies, and administrative capabilities (Morrison & Wright, 2020).

**Table 4. Respondent Profile by Employment Tenure**

| Employment Duration | Frequency | Percentage |
|---|---|---|
| 1-5 years | 11 | 22% |
| 6-10 years | 25 | 49% |
| 11-15 years | 10 | 20% |
| Above 16 years | 5 | 10% |
| **Total** | **51** | **100%** |

*Source: Primary data processed (2025)*

Tenure distribution shows concentration within 6-10 year range (49%), representing employees possessing substantial organizational experience while maintaining career advancement potential and contemporary skill relevance (Thompson et al., 2022).

**Hypothesis Testing Results**

**Table 5. Partial Significance Test (t-test)**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 0.792 | 0.341 | | 2.319 | 0.025 |
| Workload | 0.112 | 0.071 | 0.141 | 1.572 | 0.123 |
| Compensation | 0.235 | 0.056 | 0.392 | 4.213 | 0.000 |
| Career Development | 0.196 | 0.054 | 0.342 | 3.647 | 0.001 |
| Leadership Style | 0.266 | 0.065 | 0.341 | 4.089 | 0.000 |

*a. Dependent Variable: Employee Performance*
*Source: SPSS processed results (2025)*

**Regression Equation:**

$Y = 0.792 + 0.112X_1 + 0.235X_2 + 0.196X_3 + 0.266X_4$

**Interpretation:**

- **Constant (0.792):** Base performance level when all independent variables equal zero
- **Workload coefficient (0.112):** One-unit workload increase raises performance by 0.112 units
- **Compensation coefficient (0.235):** One-unit compensation increase raises performance by 0.235 units
- **Career Development coefficient (0.196):** One-unit career development increase raises performance by 0.196 units
- **Leadership Style coefficient (0.266):** One-unit leadership style improvement raises performance by

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0.266 units

**Table 6. Simultaneous Significance Test (F-test)**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|-------|----------------|-----|-------------|-------|-------|
| Regression | 367.607 | 4 | 91.902 | 26.863 | 0.000 |
| Residual | 157.374 | 46 | 3.421 | | |
| **Total** | **524.980** | **50** | | | |

*a. Dependent Variable: Employee Performance*
*b. Predictors: (Constant), Leadership Style, Workload, Compensation, Career Development*
*Source: SPSS processed results (2025)*

F-statistic of 26.863 with significance value 0.000 ($p < 0.05$) confirms workload, compensation, career development, and leadership style simultaneously exert significant effects on employee performance, validating integrated human resource management approaches.

**Table 7. Coefficient of Determination Test**

| Model | R | R Square | Adjusted R Square | Std. Error of Estimate |
|-------|-------|----------|-------------------|------------------------|
| 1 | 0.837 | 0.700 | 0.674 | 1.850 |

*a. Predictors: (Constant), Leadership Style, Workload, Compensation, Career Development*
*b. Dependent Variable: Employee Performance*
*Source: SPSS processed results (2025)*

Adjusted R-square value of 0.674 indicates 67.4% employee performance variance explained by workload, compensation, career development, and leadership style, demonstrating substantial model explanatory power. Remaining 32.6% reflects unexamined factors including individual motivation, organizational culture, work environment, and external contextual influences (Field, 2020).

**Workload Effect on Employee Performance**

Statistical analysis reveals workload demonstrates positive but insignificant effect on employee performance ($\beta = 0.112$, $p = 0.123$). While coefficient direction suggests increasing workload slightly enhances performance, relationship fails to achieve statistical significance, indicating workload alone insufficiently determines performance outcomes within BPJS Employment Medan Kota context.

This finding aligns with contemporary workload research emphasizing curvilinear relationships where moderate workload levels optimize performance through adequate challenge and engagement, whereas excessive demands generate stress and decrements (Parker & Collins, 2020). Current workload levels at BPJS Employment may fall within manageable ranges avoiding overwhelming pressures while providing insufficient challenges for significant performance enhancement. Additionally, workload effects likely depend upon contextual moderators including autonomy, social support, task meaningfulness, and resource availability buffering potential negative impacts (Chen & Williams, 2021).

Results contrast with findings by Peterson and Chang (2021) reporting significant positive effects but align with Anderson et al. (2022) identifying insignificant relationships. These inconsistencies suggest workload-performance relationships exhibit considerable contextual dependency requiring organizational-specific analysis rather than universal generalizations. Within social security contexts, workload management must balance service demand responsiveness with employee wellbeing protection ensuring sustainable performance (Thompson et al., 2022).

**Compensation Effect on Employee Performance**

Compensation demonstrates significant positive effect on employee performance ($\beta = 0.235$, $p = 0.000$), representing second strongest performance determinant among examined variables. Results confirm equity theory predictions where fair, adequate compensation enhances employee motivation, commitment, and discretionary effort translating into superior performance outcomes (Adams, 2020).

Within BPJS Employment context, compensation encompasses salaries, benefits, allowances, and recognition systems collectively signaling organizational valuation of employee contributions. Perceived compensation adequacy and fairness relative to effort investments, market standards, and colleague comparisons critically

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influence motivation and performance (Rodriguez & Martinez, 2022). Employees receiving satisfactory compensation demonstrate enhanced organizational commitment, reduced turnover intentions, and sustained high performance supporting service quality maintenance.

Findings support compensation's fundamental role in public sector human resource management where salary constraints often challenge competitive positioning. Nevertheless, comprehensive compensation approaches incorporating financial and non-financial elements—recognition, work-life balance, job security—create total reward packages enhancing attractiveness and retention (Mitchell & Lee, 2021). Results emphasize continuous compensation review ensuring competitiveness, equity perceptions, and alignment with performance contributions as strategic human resource management priority.

### Career Development Effect on Employee Performance

Career development significantly affects employee performance positively ($\beta = 0.196$, $p = 0.001$), confirming professional growth opportunities, skill enhancement programs, and advancement prospects critically influence employee effectiveness. Employees perceiving clear career pathways, developmental support, and progression opportunities demonstrate enhanced motivation, capability building, and sustained performance excellence (Sullivan & Baruch, 2020).

Within BPJS Employment's hierarchical public sector structure, career development assumes particular importance for retention and motivation maintenance. Employees seek growth opportunities, new challenges, and advancement recognition validating contributions and efforts. Organizations providing structured development programs—training, mentoring, job rotation, promotion pathways—demonstrate investment in employee futures, generating reciprocal commitment and performance (Ng & Feldman, 2021).

Results emphasize career development's strategic importance beyond immediate performance impacts. Development investments enhance organizational human capital, build capability reserves for future challenges, and create attractive employment propositions differentiating organizations in competitive labor markets. Public sector organizations like BPJS Employment must overcome structural rigidities implementing flexible, responsive development systems supporting diverse career aspirations and organizational requirements (Hall & Yip, 2023).

### Leadership Style Effect on Employee Performance

Leadership style emerges as strongest performance determinant ($\beta = 0.266$, $p = 0.000$), confirming leaders' pivotal roles in shaping employee motivation, direction provision, support facilitation, and performance enablement. Effective leadership creates positive work climates, aligns individual efforts with organizational objectives, provides necessary resources and guidance, and recognizes contributions appropriately (Northouse, 2021).

Within social security administration contexts, leadership effectiveness becomes particularly crucial given service delivery complexities, regulatory compliance requirements, beneficiary interaction demands, and continuous adaptation needs. Leaders must balance task orientation ensuring operational effectiveness with employee consideration supporting wellbeing and development. Transformational leadership approaches—vision articulation, intellectual stimulation, individualized consideration—prove particularly effective generating elevated motivation, commitment, and performance beyond basic expectations (Bass & Riggio, 2020).

Results emphasize leadership development investments as high-leverage performance enhancement strategy. Improving leadership capabilities through training, coaching, feedback systems, and competency development generates multiplicative effects improving entire team performance rather than isolated individual improvements. BPJS Employment should prioritize leadership quality through careful selection, continuous development, and performance accountability ensuring supervisors possess capabilities creating supportive, challenging, effective work environments (Avolio & Yammarino, 2022).

### Simultaneous Effects Analysis

F-test results ($F = 26.863$, $p = 0.000$) confirm workload, compensation, career development, and leadership style collectively exert significant effects on employee performance, validating integrated human resource management approaches addressing multiple determinants simultaneously. Model explanatory power (Adjusted $R^2 = 0.674$) demonstrates these four factors substantially account for performance variance, though additional influences remain unexamined.

Simultaneous significant effects indicate performance optimization requires comprehensive strategies rather than

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isolated interventions. Compensation improvements alone prove insufficient without career development opportunities, effective leadership, and workload management creating enabling conditions. Similarly, leadership enhancement maximizes effectiveness when accompanied by fair compensation, growth opportunities, and reasonable workload levels. These interactive relationships necessitate integrated human resource management systems addressing multiple dimensions holistically (Morrison & Wright, 2020).

Results provide evidence-based foundation for BPJS Employment Medan Kota developing comprehensive performance enhancement initiatives. Priority actions include compensation system review ensuring competitiveness and equity, career development program expansion providing diverse growth pathways, leadership capability building through systematic development, and workload assessment optimizing challenge levels without overwhelming pressures. Integrated implementation addressing these areas simultaneously promises substantial performance improvements supporting service quality enhancement and organizational effectiveness (Kumar & Singh, 2023).

## Conclusion

This investigation reveals compensation, career development, and leadership style significantly enhance employee performance at BPJS Employment Medan Kota, while workload demonstrates positive but statistically insignificant effects. Leadership style emerges as strongest performance determinant, followed by compensation and career development, collectively explaining 67.4% performance variance. Simultaneous testing confirms these four factors jointly influence performance significantly, validating integrated human resource management approaches.

Findings advance organizational behavior understanding within Indonesian social security contexts, clarifying how multiple organizational factors interact affecting employee effectiveness. Results demonstrate particular importance of leadership quality, compensation equity, and career development accessibility as critical performance drivers within public sector settings characterized by service missions, regulatory constraints, and diverse stakeholder expectations.

## Practical Implications
**For Management:**
1. **Compensation System Enhancement:** Implement comprehensive review ensuring competitive salaries, equitable internal structures, transparent criteria, and timely adjustments reflecting cost-of-living changes and performance contributions. Develop total reward approaches incorporating recognition programs, work-life balance initiatives, and non-financial benefits complementing monetary compensation.
2. **Career Development Program Expansion:** Establish structured pathways including competency-based training, mentoring relationships, job rotation opportunities, and clear advancement criteria. Create individual development planning processes aligning employee aspirations with organizational needs, ensuring growth opportunities across career stages and functional areas.
3. **Leadership Capability Building:** Prioritize leadership development through systematic training programs addressing transformational behaviors, emotional intelligence, communication effectiveness, and situational adaptability. Implement leadership accountability mechanisms including 360-degree feedback, coaching support, and performance evaluation criteria emphasizing people development alongside operational results.
4. **Workload Management Optimization:** Conduct workload assessments identifying excessive burdens, resource gaps, or inefficient processes. Implement task redistribution, technology enablement, procedure simplification, or staffing adjustments ensuring manageable workload levels. Monitor workload indicators regularly addressing emerging pressures proactively.
5. **Integrated Human Resource Strategy:** Develop comprehensive approaches addressing multiple performance drivers simultaneously rather than isolated interventions. Create performance management systems linking compensation, development, leadership, and workload management within coherent frameworks supporting organizational effectiveness and employee wellbeing.

**Recommendations for Future Research**
1. **Longitudinal Investigation:** Conduct extended studies capturing temporal dynamics, causal directions, and sustained effects revealing how relationships evolve across organizational changes, career stages, and

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environmental shifts.

2. **Moderating Variable Exploration:** Examine potential moderators including organizational culture, work environment quality, employee autonomy, social support, and individual differences affecting how workload, compensation, career development, and leadership influence performance.

3. **Mediating Mechanism Analysis:** Investigate psychological processes—motivation, commitment, satisfaction, engagement—through which organizational factors translate into performance outcomes, clarifying intervention points for targeted improvements.

4. **Comparative Studies:** Extend research across multiple BPJS Employment branches, diverse public sector organizations, or private sector comparisons identifying contextual boundary conditions and generalizable patterns versus organization-specific dynamics.

5. **Qualitative Integration:** Employ mixed methods approaches combining quantitative analyses with qualitative insights from interviews, focus groups, or observational studies enriching understanding of underlying processes, employee experiences, and contextual complexities.

6. **Additional Variable Incorporation:** Expand models including organizational culture, work environment, team dynamics, technological factors, individual competencies, or external environmental influences providing more comprehensive performance explanation.

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