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The Effect of Work From Anywhere and Work Life Balance on Performance through Achievement Motivation as A Mediating Variable for Redsellers In Five Big Cities in East Java

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Abstract

Purpose: This study aims to analyze the influence of Work From Anywhere (WFA) and Work-Life Balance (WLB) on employee performance, utilizing Achievement Motivation as a mediating variable within the digital hospitality workforce.

Methodology: This quantitative research employs a causal approach. Primary data was gathered online via a semantic scale questionnaire from a simple random sample of 100 independent digital agents in East Java, Indonesia. The structural paths and mediation mechanisms were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) via SmartPLS.

Findings: The empirical results reveal that WFA exerts a positive and significant effect on both performance and achievement motivation. Conversely, WLB exhibits no significant impact on either outcome. Achievement Motivation positively drives performance and significantly mediates the structural path from WFA to performance, but fails to bridge the relationship between WLB and performance.

Research limitations/implications: The study is geographically limited to 100 respondents in East Java. Future research should expand the sample size across broader regions and explore additional mediating variables related to modern remote work dynamics.

Practical implications: Corporate management and industry policymakers should optimize WFA protocols as an operational driver for productivity. Concurrently, firms must critically re-evaluate the conceptual framing and implementation of WLB initiatives to yield tangible strategic benefits among independent commissions-based actors.

Originality/value: This paper offers novel empirical insights by positioning achievement motivation as a vital psychological mechanism within flexible work designs, specifically bridging the gap between remote working arrangements and gig economy dynamics within the emerging digital hospitality ecosystems.

Keywords: Achievement Motivation; Performance; Work From Anywhere; Work-Life Balance.

INTRODUCTION

Technological advancements have brought changes to the global work system. Digital transformation is accelerating automation, online collaboration, and the use of digital communication tools, enabling work to be done remotely or anywhere without geographical barriers (Fikri et al., 2026). Advanced technological advancements have increased opportunities for employees working outside of traditional office structures by providing more flexible working hours to manage productivity (Safrizal et al., 2025). Jawabri et al. (2022) said this phenomenon paved the way for the emergence

of flexible work systems that have become increasingly popular in the modern era, including the concepts of remote work, hybrid work, and Work From Anywhere. Remote work began to gain popularity in the 1970s, with the adoption of telecommuting to save on travel costs due to soaring gas prices (Prasad et al., 2023). Coupled with the global pandemic of 2020, which marked the beginning of a revolution in the world of work, changes to work systems during the COVID-19 pandemic have been a key driver of the adoption of flexible work systems (Ochtafia & Alkirom Wildan, 2025).

In Indonesia, the opportunity to implement flexible work systems is supported by high internet usage among workers. A survey by the Indonesian Internet Service Providers Association (APJII) shows that workers are the largest internet users in Indonesia, accounting for 52.52 percent of the total national internet users.(APJII, 2025)This data shows that the majority of workers are connected to digital technology, which is a key prerequisite for implementing remote and flexible work systems. The phenomenon of remote work, hybrid work, and the Work From Anywhere (WFA) model has become significant along with advances in information technology and the digitalization of work processes across various industrial sectors. Globally, the remote work system in Southeast Asia is 71%, above the global average of 66%. Meanwhile, data shows that in Indonesia itself, before the pandemic, only around 4% of Indonesian workers worked remotely, but this figure increased substantially to 13% in the following period, while the combination of in-office and remote work increased from 28% to 41% in the latest national survey.(LumbungTalent, 2025).

This demonstrates significant progress in the implementation of remote work or Work From Anywhere. However, implementing flexible work systems does not automatically improve employee performance. The World Bank (2022) emphasizes that the effectiveness of flexible work depends heavily on job characteristics, organizational readiness, and individual employee factors. Therefore, the relationship between work from anywhere and employee performance is complex and not always linear.

PT. Commeasure Solution Indonesia (RedDoorz), which adopts agile and digital systems for its operations, has made the WFA work system highly relevant to implement. WFA not only allows employees to work from anywhere but also encourages productivity and engagement in utilizing digital devices and applications that will encourage and improve team collaboration. WFA is also related to the Work-Life Balance of its employees, where most RedDoorz employees are Generation Z who prioritize the division between work hours and hours for their personal lives (Rahaditya et al., 2024).

Empirical findings regarding the impact of Work From Anywhere on performance also show mixed results. Previous research has shown a significant impact on employee performance and motivation, with data showing that 91% of respondents stated that WFA improves employee performance and motivation (Ade Rizaldi Hidayatullah & Safrizal, 2023; Andang Prihasnowo, 2024). While other studies show that WFA does not have a significant effect on performance, it still has a significant effect on work motivation.(Ilhami & Pendrian, 2023). The findings indicate that a

change in location alone is not sufficient to fully explain performance, so other variables are needed to explain the relationship. However, other findings also suggest that WFA has a positive influence on employee performance. The majority of respondents stated that WFA increases creativity, work quality, work output, timeliness, productivity, effectiveness, independence, and work motivation. However, there were barriers to communication, collaboration, and technical disruptions that could potentially reduce motivation and productivity for some respondents.(Suciyawati, 2025)This communication barrier is supported by a global phenomenon reported in a recent survey, where approximately 25% of remote workers experience a decline in social skills due to a lack of face-to-face interaction. This decline in social skills exacerbates the challenges of team collaboration, ultimately triggering emotional exhaustion and reducing employee motivation to achieve work goals.

Work Life Balance on performance shows significant results through internal and external incentives which ultimately contribute to improving employee performance (Safrizal et al., 2024; Saputra et al., 2024). However, research(Sakdiyah, 2026)stated that Work Life Balance has no effect on performance because even though employees feel they have a good Work Life Balance, this is not enough to have a direct impact on improving performance. Meanwhile, motivation has an influence on performance, also showing a significant influence between motivation and performance. The motivation variable mediated by work discipline also shows a significant influence (Dewi & Widigdo, 2024). The inconsistency of these research results indicates a research gap, particularly regarding the mechanisms explaining the effect of Work From Anywhere on performance. Most studies focus solely on the direct relationship between flexible work systems and work-life balance. However, studies using two variables, Work From Anywhere and Work-Life Balance, on performance are relatively limited.

Furthermore, studies integrating psychological variables as mediators are still relatively limited, particularly in the context of technology-based companies in Indonesia. Furthermore, most research has been conducted on administrative jobs or jobs with relatively stable task characteristics. Studies that place motivation as a mediating variable in the context of target-oriented, highly mobile jobs, and involving quite intensive external interactions are still very limited. This situation indicates the need for research that examines the effectiveness of Work From Anywhere and Work-Life Balance in more depth on different characteristics, such as sales and marketing functions (sellers). Motivation is one psychological variable that empirically has a close relationship with employee performance. Motivation is defined as an internal drive or desire that influences the intensity, direction, and persistence of an individual's work behavior. This indicates a continuity between WFA and WLB on performance mediated by motivation, which requires further study (Ummah et al., 2025).

RESEARCH METHODS

The primary data was collected using a semantic differential scale questionnaire. Variables were operationalized through standardized

indicators: Work From Anywhere (WFA) was measured via indicators focusing on location flexibility, task autonomy, and technological infrastructure suitability; Work-Life Balance (WLB) encompassed time management, emotional spillover, and personal-professional boundary maintenance; Achievement Motivation was captured through indicators evaluating the drive for mastery, goal orientation, and risk preferences; while Performance was assessed via work quality, output volume, timeliness, and independence.

Although the geographical scope is limited to 100 respondents in East Java, this sample size possesses adequate statistical power for structural path modeling. According to the inverse square root method and the standard '10-times rule' in PLS-SEM applications, for a structural model with a maximum of two directional arrows pointing toward a single latent construct (WFA and WLB predicting Achievement Motivation) (Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, 2014), a minimum sample size of 52 to 70 observations is required to detect a medium effect size ($f^2 = 0.15$) at a 5% significance level with a statistical power of 80%. Thus, the 100 completed responses utilized in this study are statistically sufficient and robust to minimize standard errors and prevent structural model instability.

RESULTS

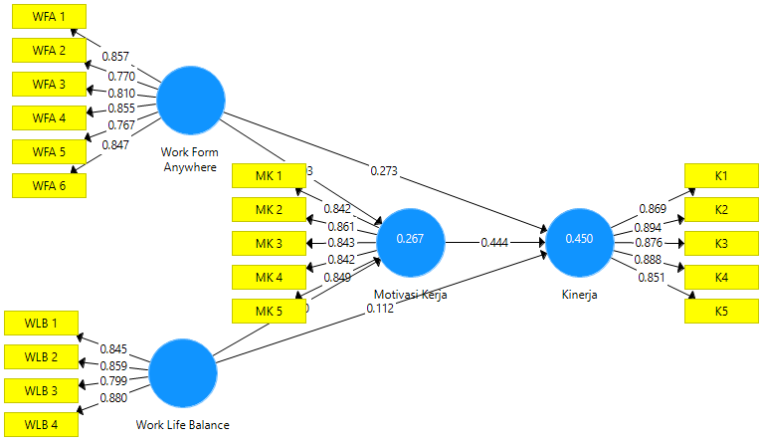
There are three criteria in the use of data analysis techniques with SmartPLS to assess the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability and there are three things tested in the inner model, namely Collinearity Statistics, Coefficient of Determination (R2), and Effect Size (F^2) as well as the results of hypothesis and mediation testing.

Outer Model

a) *Convergent Validity*

The processed data shows that of the total 20 statement items, all variables have met the convergent validity criteria with an outer loading above 0.7. It can be seen that the construct used is valid.

Figure 1. Convergent Validity Test Results



Source: Primary data, processed with SmartPLS v4.0 (2026)

b) *Discriminant Validity*

1) *Cross Loading*

The results of this test indicate that the average variance extracted (AVE) value can be used to strengthen the test. AVE aims to determine the correlation between indicators and variable scores. A good AVE value is above 0.5.

Table 1. Results of Discriminant Validity Testing

	Performance	**Achievement Motivation**	**Work Form Anywhere**	**Work Life Balance**	**Note:**
K1	**0.869**	0.545	0.496	0.240	**Valid**
K2	**0.894**	0.522	0.482	0.209	**Valid**
K3	**0.876**	0.529	0.465	0.253	**Valid**
K4	**0.888**	0.539	0.440	0.329	**Valid**
K5	**0.851**	0.524	0.475	0.238	**Valid**
MB 1	0.450	**0.842**	0.388	0.093	**Valid**
MB 2	0.593	**0.861**	0.510	0.210	**Valid**
MB 3	0.492	**0.843**	0.395	0.231	**Valid**
MB 4	0.534	**0.842**	0.440	0.136	**Valid**
MB 5	0.482	**0.849**	0.432	0.173	**Valid**
WFA 1	0.521	0.397	**0.857**	0.335	**Valid**
WFA 2	0.364	0.413	**0.770**	0.340	**Valid**
WFA 3	0.503	0.549	**0.810**	0.222	**Valid**
WFA 4	0.405	0.373	**0.855**	0.201	**Valid**
WFA 5	0.328	0.330	**0.767**	0.253	**Valid**
WFA 6	0.471	0.422	**0.847**	0.241	**Valid**
WLB 1	0.278	0.191	0.240	**0.845**	**Valid**
WLB 2	0.242	0.157	0.358	**0.859**	**Valid**
WLB 3	0.184	0.106	0.202	**0.799**	**Valid**
WLB 4	0.259	0.207	0.282	**0.880**	**Valid**

Source: Primary data, processed with SmartPLS v3.0 (2026)

2) Fornell Lacker Criterion

Table 2. Fornell Lacker Criterion Test Results

	Performance	**Achievement Motivation**	**Work Form Anywhere**	**Work Life Balance**	**Note:**
Performance	0.876				**Valid**

Achievement Motivation	0.608	0.847			**Valid**
Work Form Anywhere	0.539	0.516	0.818		**Valid**
Work Life Balance	0.290	0.202	0.323	0.846	**Valid**

Source: Primary data, processed with SmartPLS v4.0 (2026)

*Variance Extracted (AVE)*on each construct is higher compared to the other constructs. These results indicate that each construct has a good discriminant validity value because it is able to represent the construct being measured compared to other constructs.

c). Composite Reliability

Table 3. Reliability Test

	Cronbach's Alpha	**Composite Reliability**	**KEY.**
Performance	**0.924**	**0.943**	**RELIABLE**
Achievement Motivation	**0.902**	**0.927**	**RELIABLE**
Work Form Anywhere	**0.902**	**0.924**	**RELIABLE**
Work Life Balance	**0.869**	**0.910**	**RELIABLE**

Source: Primary data, processed with SmartPLS v3.0 (2026)

The results of the reliability test showed that all variables had composite reliability values above 0.7, indicating that the construct was reliable. Furthermore, Cronbach's alpha values were above 0.7, indicating that the construct was reliable.

***Inner*Model**

a) Collinearity (VIF)

Table 4. VIF Values

	VIF
K1	**2,903**
K2	3,264
K3	**2,870**
K4	3,128
K5	**2,555**
MB 1	**2,494**
MB 2	**2,382**
MB 3	**2,356**
MB 4	**2,352**
MB 5	**2,413**

	VIF
WFA 1	**2,724**
WFA 2	**1,981**
WFA 3	**2,136**
WFA 4	3,124
WFA 5	**2,220**
WFA 6	**2,781**
WLB 1	**1,947**
WLB 2	**2,454**
WLB 3	**2,039**
WLB 4	**2,400**

Source**:**Primary data, processed with SmartPLS v3.0 (2026)

The results of the collinearity test showAll indicators have VIF values that are below the recommended tolerance value, namely VIF < 5. This indicates that there are no serious multicollinearity problems between the constructs in the measured indicators.

b) Coefficient of Determination (R2)

Table 5. R-square value

	R Square	R Square Adjusted
Performance	0.450	0.432
Achievement Motivation	0.267	0.252

Source: Primary data, processed using SmartPLS v4.0 (2026)

Based on the R-squared value, it indicates that Achievement Motivation can be explained by the Work From Anywhere and Work-Life Balance variables by 0.267, or 26.7%. The remaining 73.3% is explained by other variables outside the model. Furthermore, Performance can be explained by the Work From Anywhere and Work-Life Balance variables by 0.450, or 45%. The remaining 55% is explained by other factors outside the model.

c) *Effect Size (F2)*

Table 6. F-square value

	Performance	Achievement Motivation	Work Form Anywhere	Work Life Balance
Performance				
Achievement Motivation	**0.262**			
Work Form Anywhere	0.093	**0.309**		

Work Life Balance	0.021	**0.002**		

Source: Primary data, processed using SmartPLS v4.0 (2026)

The results indicate that significant correlations between variables in the research model mostly have moderate effect sizes, except for the influence of variable X1 on Z and variable X2 on Z, which are classified as having no effect. This indicates that the contribution of the independent variables to the dependent variable in the model is quite significant, but it is unlikely that there are other variables outside the model that could potentially influence the intended relationship.

Hypothesis Test Results

Table 7. Hypothesis Testing (Structural Model)

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**
MB -> Performance	0.444	0.445	0.080	5,569	**0,000**
WFA -> Performance	0.273	0.267	0.093	2,932	**0.004**
WFA-> MB	0.503	0.508	0.093	5,389	**0,000**
WLB -> Performance	0.112	0.118	0.078	1,446	**0.149**
WLB -> MB	0.040	0.053	0.093	0.426	**0.670**

Source: Primary data, processed with SmartPLS v4.0 (2026)

Based on the results of the hypothesis testing, it indicates that there are three significant items and two insignificant items. 1). Achievement Motivation has a direct positive effect on Performance. This is indicated by the t-statistic value of 5.569> t-table 1.96 and P values 0.000 <0.05 2). Work From Anywhere has a direct positive effect on Performance. This is indicated by the t-statistic value of 2.932> t-table 1.96 and P values 0.004 <0.05 3) Work From Anywhere has a direct positive effect on Achievement Motivation. This is indicated by the t-statistic value of 5.389> t-table 1.96 and P values 0.000 <0.05 4). Work Life Balance does not have a direct effect on Performance. This is indicated by the t-statistic value of 1.446 < t-table 1.96 and P values 0.149 > 0.05 and 5). Work Life Balance does not have a direct effect on Performance. This is indicated by the t-statistic value of 0.426 < t-table 1.96 and P values 0.670 > 0.05.

Mediation Test Results

Table 8. Indirect Effect Value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
WFA -> MB -> PERFORMANCE	0.223	0.228	0.064	3,470	**0.001**
WLB -> MB -> PERFORMANCE	0.018	0.022	0.042	0.422	**0.673**

Source: Primary data, processed with SmartPLS v4.0 (2025)

Based on the results of the mediation test that has been carried out, the results are as follows:

- Achievement Motivation mediates the effect of Work From Anywhere on Performance. This is indicated by the t-statistic value of 3.470, which is greater than the t-table of 1.96, and the P values of 0.001 <0.05, which means this hypothesis is accepted.
- Achievement Motivation can notmediates the effect of Work-Life Balance on Performance. This is demonstrated. This is based on the t-statistic value of 0.422, which is smaller than the t-table of 1.96, and the P-value of 0.673, which is greater than 0.05, which means this hypothesis is neither accepted nor rejected.

DISCUSSION

It is known based on the research results that Work From Anywhere has a significant effect on the performance of redsellers of PT. Commeasure Solution Indonesia (RedDoorz), this is indicated by a path coefficient value of 0.273 with a t-statistic value of 2.932 which is greater than the t-table of 1.96 and a p-value of 0.004 which is greater than 0.05 so that the results of this study are in accordance with the initial hypothesis. This finding indicates that Work From Anywhere is sufficient or capable of improving performance. This finding is in line with the findings in research by (Andang Prihasnowo, 2024) stated that WFA can improve performance, with 91% of respondents saying yes. Similarly, research(Naufal, 2026)which also stated that WFA has a significant influence on performance.

It is known based on the research results that Work Life Balance does not have a significant effect on the performance of redsellers of PT. Commeasure Solution Indonesia (RedDoorz), this is the path coefficient value of 0.112 with a t-statistic value of 1.446 which is smaller than the t-table of 1.96 and a p-value of 0.149 which is greater than 0.05 so that the results of this study contradict the initial hypothesis. This finding proves that Work Life Balance is not enough to improve performance. This is also because the majority of respondents answered neutrally to the statements regarding work life balance given, thus causing uncertainty.

These findings reveal an interesting phenomenon and provide empirical evidence that differs from the general trend in the literature. As

explained in the study by(Fadil Gema Imani et al., 2023)Implementing Work-Life Balance for each individual cannot directly improve performance, which is due to the availability of adequate facilities and infrastructure in the workplace, so that family or personal conflicts outside of work affect performance. Research also shows that(Sakdiyah, 2026)which also shows that Work Life Balance does not have an influence on performance because even though employees feel they have a good Work Life Balance, this is not enough to have a direct impact on improving performance.

Based on the research results, it is known that Work From Anywhere has a significant effect on the Achievement Motivation of PT. Commeasure Solution Indonesia (RedDoorz) redsellers. This is indicated by the t-statistic value of 5.389, which is greater than the t-table of 1.96, and the p-value of 0.000, which is smaller than 0.05. Therefore, the results of this study are in line with the initial hypothesis. This finding indicates that Work Life Balance is sufficient to increase Achievement Motivation.

These findings reveal similarities with those described in research by(Ilhami & Pendrian, 2023)shows that WFA has an influence on Achievement Motivation, especially due to the time efficiency and work flexibility. This is also supported by research.(Andang Prihasnowo, 2024)which shows that the implementation of WFA can increase motivation by up to 91%, which proves that the majority feel a higher level of motivation after implementing a flexible work system.

It is known based on the results of the study that Work Life Balance does not have a significant effect on the Achievement Motivation of redsellers of PT. Commeasure Solution Indonesia (RedDoorz), this is indicated by a path coefficient of 0.040 with a t-statistic value of 0.426 which is smaller than the t-table of 1.96 and a p-value of 0.670 which is smaller than 0.05. so that the results of the study do not match the initial hypothesis. This can also be caused because the majority of respondents answered neutrally to the statements regarding work life balance given, thus causing uncertainty.

These findings reveal an interesting phenomenon and provide empirical evidence that differs from the general trend in the literature. As explained in the study by(Hajarniah & Saputro, 2025)Work-life balance shows a negative and insignificant effect, which is likely due to the operational nature of the work and the limited time flexibility experienced. This is in line with research (Aima & H, 2022)The results of statistical data analysis show that WLB does not have a significant effect on Achievement Motivation.

It is known based on the results of the study that Achievement Motivation has a significant effect on the performance of redseller PT. Commeasure Solution Indonesia (RedDoorz), this is the path coefficient value of 0.444 with a t-statistic value of 5.569 which is greater than the t-table of 1.96 and a p-value of 0.000 which is smaller than 0.05, so the results of this study are in accordance with the initial hypothesis. This finding indicates that Achievement Motivation can improve Performance in other words Achievement Motivation can improve Performance.

This research is in line with research (Prabowo & Kui, 2025) which shows that Achievement Motivation has a significant positive effect on

performance, where an increase in Achievement Motivation will be followed by an increase in Performance. Likewise, research(Dewi & Widigdo, 2024)which also shows that there is a significant influence between Achievement Motivation on Performance, both directly and through motivation variables.

The results of the study indicate that Achievement Motivation can play a role in mediating the influence of Work From Anywhere on Performance at redsellers of PT. Commeasure Solution Indonesia (RedDoorz). This is indicated by a path coefficient value of 0.223 with a t-statistic value of 3.470 which is greater than the t-table of 1.96 and a p-value of 0.001 which is smaller than 0.05, based on these results which are in accordance with the initial hypothesis. This shows the relationship between Work From Anywhere on Performance and Achievement Motivation can act as a mediator, therefore Achievement Motivation can optimally bridge this influence.

Research examining the relationship between Work From Anywhere and Performance through motivation is still relatively limited or perhaps non-existent. Therefore, the results of a study conducted on redeller PT. Commeasure Solution Indonesia (RedDoorz) are a new finding, where in this study, it states the ability of the Achievement Motivation variable to bridge the relationship between Work From Anywhere and Performance. Thus, the results of the study confirm that Achievement Motivation can mediate the relationship between Work From Anywhere and Performance.

The results of the study indicate that Achievement Motivation is unable to play a role in mediating the influence of Work Life Balance on Performance in redsellers of PT. Commeasure Solution Indonesia (RedDoorz). This is indicated by a path coefficient value of 0.018 with a t-statistic value of 0.422 which is smaller than the t-table of 1.96 and a p-value of 0.673 which is greater than 0.05, based on these results, the results of the study contradict the initial hypothesis. This shows that the relationship between Work Life Balance and Performance cannot be mediated by Achievement Motivation, therefore Achievement Motivation cannot bridge this influence optimally.

The non-significant impact of Work-Life Balance on performance and achievement motivation among these digital agents can be theoretically elucidated through Boundary Theory and the Role Segmentation Framework. Boundary theory posits that individuals erect physical, temporal, and psychological boundaries to navigate their distinct roles across professional and personal domains. For commission-based, highly target-oriented digital gig workers, a high degree of role integration—where work and life seamlessly blur—does not automatically cultivate positive performance outcomes. Instead, these agents often rely on strict role segmentation to generate focus and trigger achievement motivation. When the boundaries become overly fluid due to flexible work setups, the lack of distinct segmentation might lead to cognitive friction, where maintaining a perceived 'balance' drains psychological energy that would otherwise be channeled into direct sales efforts. Consequently, an emphasis on balancing life domains yields a neutral, non-stimulating effect, proving that for entrepreneurial gig economy actors, absolute work autonomy and structured

financial incentive alignments are far more critical to driving performance than generalized work-life balance programs.

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CONCLUSION, LIMITATION, AND FUTURE RESEARCH

Based on the data analysis, it can be concluded that the Work From Anywhere (WFA) system is a primary driver that positively and significantly improves both the performance and Achievement Motivation of RedSellers at PT. Commeasure Solution Indonesia (RedDoorz). The flexibility provided by this system offers comfort and time efficiency, which directly boosts the respondents' work drive and productivity. Furthermore, Achievement Motivation significantly mediates the effect of WFA on performance, indicating that flexible working arrangements enhance performance by fostering the respondents' drive to achieve. Conversely, the data strictly demonstrates that Work-Life Balance (WLB) has no significant impact on either performance or Achievement Motivation, nor does Achievement Motivation mediate the relationship between WLB and performance. This indicates that, for the respondents in this study, the perceived balance between personal and work life does not directly or indirectly stimulate an increase in performance.

Within the broader fields of economics and entrepreneurship, these findings provide evidence that work autonomy and flexibility are highly relevant operational strategies for driving the productivity of independent workers without compromising business targets. Practically, the management of PT. Commeasure Solution Indonesia and policymakers in similar sectors are advised to sustain and optimize WFA policies as a primary instrument for maintaining partner motivation and performance. Additionally, since Work-Life Balance has not yielded tangible performance benefits, companies must re-evaluate how work-life balance concepts are understood and implemented by their partners to ensure future initiatives are more effectively targeted.

This study is limited by its specific focus on a single demographic of RedSellers within one company, meaning the findings may not be fully generalizable to conventional entrepreneurial models or industries outside the technology-based hospitality sector. To set the stage for future research, scholars are encouraged to expand the geographic scope and sample size, and include diverse industry sectors to test the consistency of this model. Furthermore, future studies should address outstanding questions, such as why Work-Life Balance failed to drive motivation and performance in this flexible work model, potentially by incorporating additional variables like workload, stress levels, or financial incentives.

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