

EXPLORING THE IMPACT OF DEVELOPMENT TALENT, SALARY AND REWARD, THE EFFECT OF MANAGERS, AND ORGANIZATIONAL STRUCTURE ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE" IN RWANDA TELECOMMUNICATIONS INDUSTRY: A CASE OF MTN RWANDA (Mobile Telephone Network)

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Abstract: In recent years, the issue of employee performance has become crucially important to the development and achievement of organizational goals and objectives. This study investigates the elements influencing job satisfaction to enhance employee performance at MTN Rwanda and establishes relationships between the independent variable, mediator variable (job satisfaction), and supportive employee performance. The primary tool for collecting data for this study is questionnaires. We review theoretical and empirical studies to identify the variables that could affect employee performance. Purposive sampling involved 198 selecting from subordinate, lower management, middle management and senior management. The study will employ quantitative methodology to analyze the variables using the SMART PLS software. The findings of this research shown that (1) salary and reward have a positive and significant influence on employee performance in Rwanda's telecommunications industry; (2) the development of talent has no significant effect on employee performance; (3) the impact of managers has no significant effect on employee performance; (4) organizational structure has a positive and important influence on employee performance; (5) job satisfaction does mediate the relationship between (the development of talent, salary and reward, the effect of managers and organization structure) and employee performance.

Keywords: *MTN Rwanda, employee performance, telecommunications industry, and job satisfaction*

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1. Introduction

Background of the study

Job satisfaction, or how people feel and view various intrinsic and extrinsic aspects of their jobs and the organizations in which they work, is a person's psychological state toward their work (Odembo, 2013). Job satisfaction is positively correlated with how well a person's personal needs are met in their employment situation. Employees are happiest and most productive when their jobs offer benefits like profit, a good compensation structure, incentive programs, and fringe benefits. They are also more content and effective at work when they

have opportunities for advancement, job security, recognition for their efforts, a transparent grievance procedure, the chance to offer ideas and suggestions, the ability to participate in decision-making and managing the affairs, and the opportunity to provide ideas and tips because of this (Mary Ann, 2022). The emotion of contentment with one's performance at work is known as job satisfaction (Davis, 2022). Because productivity depends on it, an organization must place the highest priority on job satisfaction. Increasing in productivity and earnings that will support the expansion of business if employees enjoy their work (Fisher, 2010). Employee satisfaction increases a worker's propensity to innovate, be creative, and generate groundbreaking ideas, supporting the company's long-term growth and capacity to adapt to changing market conditions. An organization gains from having contented employees when it can utilize these intangible resources, such as internal stakeholders' knowledge, aptitude, skills, experiences, and innovation (Davis, 2022). If employers want to boost productivity, they must manage talent more skillfully because there are complaints about a lack of worker fairness and a decline in employee loyalty. Employee talent and job satisfaction are closely related because highly motivated people are more creative (Widarko & Anwarodin, 2022).

How much does a person enjoy or detest their job as a result? In any given workplace setting, it is possible to experience both job satisfaction and dissatisfaction. A worker's level of satisfaction with their work depends on how satisfied they are with its positive and negative aspects. One significant factor impacting job satisfaction is how well expectations and rewards align. Apart from individual gratification, job satisfaction plays an instrumental role in facilitating the attainment of additional goals that contribute to overall fulfillment, often paving the way for acknowledgment, tangible incentives, career advancement, and supplementary benefits (Biason, 2020; Mousazadeh et al., 2018). A worker's degree of satisfaction with the benefits of their job can also be measured as job satisfaction when it comes to intrinsic motivation (Education & Sri, 2019). Positivity and favorability toward the position are examples of indicators of job satisfaction. An encouraging and helpful work environment is a red flag of a toxic workplace (I.Dugguh & Dennis, 2014). Job satisfaction varies widely among individuals, depending on how well their job meets their material and emotional needs. It's crucial for talent management because it impacts productivity, creativity, and loyalty. Evaluating job satisfaction helps identify which organizational areas need improvement. In public sector organizations, limited promotion opportunities can lead to dissatisfaction and poor performance. Workers often feel underappreciated if they lack support from coworkers (Ekdale et al., 2015). The leading cause of the discontent among MTN Rwanda employees is this. This perfectly captures the current state of affairs at MTN Rwanda.

Importance of job satisfaction

The right employees stay with a company because of their job satisfaction. Additionally, it keeps output high by consistently energizing and inspiring the workforce. Role conflicts and workplace stress have been shown to negatively impact job satisfaction, which reduces labour turnover for excellent employees. Various elements, such as organizational culture, management style, hierarchies, and human resources policies, make up the workplace (Widarko & Anwarodin, 2022). Workplace settings greatly influence employee satisfaction, and this directly impacts employee turnover rates. These three distinct concepts are related to one another. A key to creating a high-performance workforce is understanding how to use a positive work environment to boost employee satisfaction and reduce turnover. A positive work environment includes personal respect for employees at all levels of a company (Ángeles López-Cabarcos et al., 2022)

In reality, the importance of job satisfaction in modern enterprises is well reflected in the new managerial paradigm, which emphasizes that workers should be respected and regarded as human people with their own requirements, wants, and worker desires. When discussing job satisfaction, it's common to think that a satisfied worker is also a happy worker, and a happy worker is also a successful worker. Employees are more likely to be generally satisfied with their jobs if they are treated with more personal respect at work.

A fulfilling job offers advancement opportunities, a generous compensation package, a supportive boss, a stable business and organization, high morale, and access to tools and resources: corporate ethics, integrity, and innovation.

Factors affecting job satisfaction.

Many different factors can affect how people feel about their jobs, according to (Davis, 2022), who believes that since workers care about a comfortable physical work environment, working conditions will impact job satisfaction. Working conditions can include things like temperature, lighting, ventilation, hygienic practices, noise, working hours, and resources, as shown by examples from (Mukti et al., 2021). Employees may believe that because their occupations demand a lot of physical and mental effort, unfavourable working circumstances will only lead to subpar performance. However, (Kwiatkowska & Gębczyńska, 2022) cautioned that if working conditions were overly favourable or extreme, most employees might take this for granted or ignore it. Knowledge workers generally are significantly influenced by monetary rewards and recognition. (Obalola et al., 2012) Asserts that insufficient empirical evidence supports the idea that pay alone can raise worker satisfaction or lower dissatisfaction. Researchers from the United Kingdom found a statistically significant link between employees' pay and rank and their level of job satisfaction in a study of academics (Onukwube, 2012). According to studies, employee dissatisfaction is often a result of unethical practices like low pay and underappreciation. Mention how common unfairness factors like workplace conflict and discrimination affect employee satisfaction. (Lumumba et al., 2022) In a study of municipal government employees, it was discovered that there was a positive and significant association between job satisfaction and contentment with growth chances. This implies that employees' sense of equity influences the positive correlation between job happiness and advancement. Several factors affect how satisfied employees are at their jobs, according to (Ethica Tanjeen, 2013). Conditions at work, freedom or autonomy, job security, interactions with coworkers, compensation, and chances for career growth and advancement are a few of the factors. Employees would be happier in their current positions if there was a clear path for internal promotion, whether it be for growth or professional development.

Telecommunication Industry in Rwanda

Three major companies, including MTN, Airtel, and Tigo, dominate the telecommunications market in Rwanda. They provide fixed (landline), mobile, and Internet data services. The East Africa Communications Organization, a regional organization that connects ICT stakeholders in countries of the East African Community, and the Rwanda Utilities Regulatory Authority (RURA), which is in charge of national oversight, regulate the market (Riva et al., 2018). Despite a lack of qualified IT professionals, Rwanda continues to have one of Africa's fastest rates of ICT growth. Mobile technologies, application development, automation, e-commerce, e-services, and becoming a regional hub for ICT professional training and research are all areas where the ICT sector can grow (Kwizera et al., 2018). More than 5,000 kilometres of fibre optic cable with connections to neighbouring nations have been

installed by the Rwandan government. Despite having a low adoption rate, Rwanda is one of the few nations in Africa with a quick 4G LTE wireless broadband network. The government of Kigali still emphasizes the advancement of 4G technology. Korea Telecom has a 35-year contract to oversee the nation's telecom network. The RDB presented the concept of the Kigali Innovation City project at the 2016 World Economic Forum in Kigali. A total of several hundred million dollars have been invested in the project, in addition to a \$100 million Rwanda Innovation Fund.

MTN Rwanda Limited

MTN Rwanda, established in 1998, is part of the MTN Group, a major telecommunications company operating in 22 countries across Africa and the Middle East. By 2020, MTN had 280 million users, ranking it as the largest mobile network operator in Africa and eighth worldwide. MTN Rwanda, which has rebranded to reflect its digital transformation, has faced internal challenges, including unfair application of policies, lack of career advancement for locals, and a lack of innovation promotion. Employee dissatisfaction has led to high turnover rates, which impact overall company performance. These emphasize the need for MTN Rwanda to address these issues to retain employees and support the telecom sector's growth in Rwanda, especially in light of intense competition from rivals like Airtel.

2. Literature Review

Theories of Job Satisfaction

When examining job satisfaction, a variety of intricate factors have been taken into account. There have been numerous attempts to define the various aspects of job satisfaction. It is clear from thinking about these theories that it is very challenging to talk about motivation without also talking about job satisfaction, despite the two concepts' theoretical and practical differences. However, there are striking similarities between the methodologies used to study job satisfaction and motivation at work, indicating that the two are closely related (Thiagaraj & Thangaswamy, 2017).

Maslow's Hierarchy of Needs Theory

One of the first theories to look at the essential factors affecting job satisfaction was Maslow's needs hierarchy theory. The five categories into which the theory divides needs are physical, safety, belongingness/love, esteem, and self-actualization. According to Maslow's hierarchy of needs, basic needs must be satisfied before more complex needs can be satisfied. Examples of these requirements are those for physiology and safety. However, the core ideas have been employed to explain job satisfaction at work and are applicable there. Healthcare and financial compensation are two perks that help employees take care of their basic physiological needs while working for a company (Osborne & Hammoud, 2017). Worker safety needs may be indicated by their perception of their physical safety at work, their sense of job security, and the presence of suitable organizational structures and policies (Schaufeli, 2013). Once this is done, the workers can concentrate on experiencing a sense of belonging at work. Examples of how well they get along with their coworkers and managers at work and how much they feel like a part of their organization can be examples. The employee will continue to seek evidence that their employer and coworkers value and appreciate them after being completely satisfied. The employee must mature and develop to achieve self-actualization in the final stage, where they must do so to become everything they are capable of becoming (Clur et al., 2017). Even though they may be perceived as distinct, the

progressions from one step to the next all aid in the process of self-actualization. Organizations should try to meet employees' basic needs before moving on to higher-order needs to increase job satisfaction. Due to its general lack of empirical support and disregard for the employee's cognitive process, this strategy has recently fallen out of favour.

Hertzberg's Two-Factor Theory

Hertzberg's investigation revealed people's actual employment goals. The respondents were asked to give instances of when they felt happy or unhappy with their jobs at work (dissatisfied). After that, classifications for satisfied and dissatisfied feedback were made. Advancement, recognition, the actual work, achievement, growth, and responsibilities were among the traits linked to job satisfaction. These qualities were referred to as "motivators" by Hertzberg. (Ataliç et al., 2016) Refers to the components of dissatisfaction as "hygiene factors," which include working conditions, supervision, interpersonal relationships, corporate policy, and administration. For managers who want to understand job satisfaction and related issues with job performance, Herzberg's two-factor theory is a crucial frame of reference. Herzberg's two-factor theory, in Schermerhorn's opinion, serves as a helpful reminder that every job requires two fundamental elements: the environment in which employees perform their tasks (job content and job context). Schermerhorn contends that managers should continuously work to eradicate the aspects that contribute to poor workplace hygiene and ensure that including enjoyable tasks will maximize chances for job satisfaction. This theory is relevant to the study because it emphasizes how important it is to address the employee's two categories of needs. Therefore, a researcher can use this theory as a guide to pinpoint variables that affect employee satisfaction in Rwanda's telecommunications industry.

Locke's Value Theory

According to this theory (Masvaure & ., 2014), it is possible to assess the relative significance of the different components of job satisfaction. If an organization is aware of the value assigned to each factor, changes in satisfaction will be more straightforward to spot. This theory holds that if a specific factor is given too much weight, feelings of dissatisfaction will intensify. Locke's theory is intricate and highly personal as a result. The following example exemplifies this: Two workers at the same company may express their satisfaction in very different ways after finishing the same task, but both will still feel the same amount of satisfaction. One employee's physical demands might significantly impact them, whereas the other employee might be more affected by the challenge and variety of the job. (Lumumba et al., 2022). Although Locke's Theory has not been fully explored, the emphasis on values suggests that a variety of factors may affect job satisfaction. This theory will help researchers identify the variables that influence employees' job satisfaction or dissatisfaction, which is why it is essential to this study.

The Equity Theory

According to Adams' equity theory, people are motivated by injustice and constantly evaluate their performance at work and the rewards they receive compared to others. Equity is compared to the idea of fairness involved in the rewards given to coworkers for their efforts in the workplace. Identical outcomes for similar inputs are imagined in a fair workplace where everyone is paid equally; however, if some employees believe that others are getting better compensation for doing the same task, they will definitely put in less effort overall. If a worker puts in hard work and observes an ineffective and unproductive coworker earning the same

salary, they may become demotivated to keep up the same level of effort (Deborah et al., 2021). Without the establishment of fairness in the evaluation and reward process, motivation is thus complicated.

Empirical Review

Talent development's impact on job satisfaction: It is part of offering employees opportunities to advance professionally within the company and tools to increase their employability in both internal and external job markets (Lin, 2015). Lack of personal development leads to career plateaus in organizations, which in turn tends to increase employees' intentions to leave. Employee learning, which includes training and development, rewards loyalty to the company by demonstrating support, gives workers the coping skills they need to deal with the stress brought on by change and the demands of the job, and does more. According to studies, employees who have reached a plateau are more likely to leave their current employer because fewer opportunities exist. Implemented a study to examine the elements affecting whether workers look for other employment opportunities or stay with a company. The paradox is that organizations' mobility capital rises directly proportionate to the extent to which they make their workforces employable through opportunities for training and development.

Reward's Impact on Satisfaction: Any company can increase employee commitment and retention rates by using intrinsic rewards. She claims that the increasingly diverse workforce highlights the need for more creative approaches to matching the best candidates with the best rewards. She concluded that implementing constructive work practices or incorporating rewards and recognition into a larger retention strategy can both increase retention (Alhmod & Rjoub, 2019). Recognition is one of the most significant types of reward. Rewards are crucial for job satisfaction because they satisfy both fundamental needs and help workers reach more difficult objectives.

Effect of Manager on job satisfaction: Managers wield considerable influence over employee job satisfaction through their leadership, communication, and support. A manager's leadership style sets the tone for the work environment; those who exhibit empathy, inclusivity, and transparency tend to foster greater satisfaction among their team members. Effective communication, including clear expectations, constructive feedback, and open dialogue, strengthens relationships and helps employees feel valued and understood. Additionally, managers who actively support their employees' professional growth by providing opportunities for development and advancement contribute to higher levels of job satisfaction. Conversely, managers who lack empathy, communicate poorly, or fail to recognize their employees' contributions risk fostering dissatisfaction and disengagement within their teams. Furthermore, managers play a critical role in facilitating work-life balance and resolving conflicts, both of which significantly impact job satisfaction. Managers can enhance employees' well-being and satisfaction by promoting flexible work arrangements, respecting personal boundaries, and offering support during challenging times. Recognizing and celebrating employees' achievements, both in their professional and personal lives, demonstrates appreciation and fosters a positive workplace culture. Ultimately, managers who prioritize their employees' needs, provide guidance and support, and create a conducive work environment are more likely to cultivate high levels of job satisfaction and productivity within their teams.

Organizational structure has an impact on job satisfaction.: Employee decisions to remain at or leave a job are influenced by human resource practices that support career development

and promotion opportunities, performance-based rewards, and performance evaluation mechanisms. Employees are encouraged by human resource policies to remain in their current positions because they are constantly looking for ways to advance their careers. In this situation, it's critical to have open doors for professional development and advancement. Compensation is a crucial human resource tool for influencing performance and motivation (Sitopu et al., 2021). Employee dissatisfaction with pay contributes to high turnover, making people consider permanently leaving their current position or company.

Conceptual Framework

A productive workplace and a robust skill set make for a successful employee. Managers should constantly strive for improvement and be aware of the many factors that affect employee performance. Below is a diagram that represents each of these components.

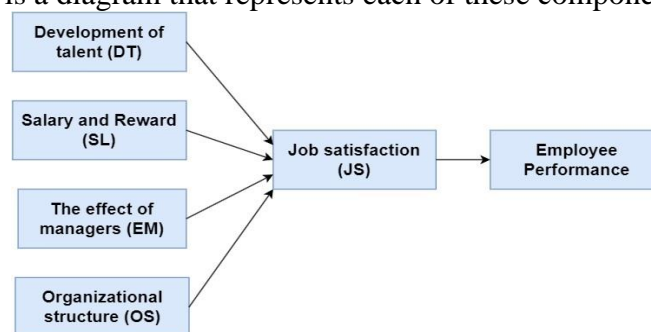


Figure 1. conceptual framework

Control over how well employees perform.

Establishing a common understanding among the workforce about organizational goals is the goal of employee performance management. This process aims to align organizational goals with established performance standards, skill and competency requirements, employee development plans, and results delivery. The focus is on improvement, learning, and development to realize the overall business strategy and create a workforce with high-performance levels.

Reward: Anything that is given in return for desired behaviour is a reward. It could come in the form of cash, gifts, compliments, or referrals. Workers feel better about themselves when selected or positive behaviour is rewarded and are more likely to continue it. Employers give incentives to employees as a way of saying "thank you" and motivating them to keep acting appropriately. Workers are more likely to act honourably and remain with their employers if they are paid fairly for a job well done.

Alternatives for talent development: Employee talent development opportunities are those that allow workers to advance personally while still receiving support from their employers. Employees' skills and abilities are improved and made marketable by receiving training and funding services, allowing them to compete with their coworkers and be given consideration for job promotions. Employee retention is higher when there is room for professional development while ensuring organizational goals and objectives are achieved.

Organizational structure: An administrative structure is a setting at work where workers can reasonably perform their duties. Management structures or thoughtful coworkers could carry it out. The physical layout of the workplace, the accessibility of safety and health equipment, and flexible work schedules can all impact the work structure. Therefore, for a workplace to be deemed favourable or friendly, there must be no workplace harassment and no offensive,

threatening, or oppressive atmosphere brought on by management or other staff members. Employee retention rates are higher in environments that encourage social interaction and minimize risk.

Pay-salary: : Businesses claim that customers "pay for what they get." An agreement describing compensation exists between an employer and an employee. Even though it doesn't inspire them, they want to be paid fairly and on time. If an employee feels his pay is unfair, it will affect both his happiness and performance. Making pay, promotion, bonus, and benefit policies clear is crucial to preventing unhappiness (No Tit).

Employee loyalty: : Managers of human resources, in particular, need to understand how crucial employee loyalty is. Employee disloyalty may have detrimental effects. Employers frequently use the Loyalty Questionnaire to gauge employee loyalty. Continuity, normative, and affective loyalty are the three subtypes of employee loyalty. A person cannot work for another employer if they commit to their current one. Affective loyalty deals with situations where an employee has an emotional connection to the company, as opposed to normative loyalty, which manifests when a worker feels as though he is entitled to something from the company.

Commitment to the Organization through Human Resource Policies: The company's human resource policies typically include these rules. These are the accepted guidelines that businesses use for their workforce's recruitment, orientation, assessment, and compensation. Suppose these policies are compiled and widely distributed in an accessible format, such as an employee manual or large posting. In that case, they can go a long way toward resolving any misunderstandings that may exist between employees and employers regarding their rights and obligations at work. Human resource practices clearly define employee rights and opportunities, lessening internal conflict and increasing workplace motivating elements.

The capacity to influence judgments: Actual participation in decision-making can be personally fulfilling and increase a person's sense of involvement in and identification with the business.

The physical workplace

Employees may dislike getting out of bed in the morning due to their workplace environment. It should be cosy, well-ventilated, well-lit, at the right temperature, with enough privacy, appealing, and well-presented.

Expansion and new opportunities: For employees who perform well, there should always be room for advancement and growth. Lack of growth opportunities can be discouraging and demoralizing.

3. Research Method

A descriptive study methodology will be used to find any correlations between these variables and between the independent and dependent variables. According to (Bostley, 2019), a descriptive survey design helps a researcher collect, summarise, present, and interpret data to clarify. The primary statistical methods used for the research analysis will be inferential statistics, notably correlation matrix, and multiple regression analysis. For the study, the researcher will use the survey approach. This approach is suggested because it enables the cost-effective collection of significant data from a sizable population. This method is indicated by (Rahi, 2017) because it allows for the collection of quantitative data that can then be quantitatively analyzed using SMART PLS. The approach is seen as authoritative by the general public, who also find it to be reasonably simple to explain and comprehend. Since the population has employees, managers, supervisors, and juniors, stratified random sampling will be used. Then, to guarantee that every employee has an equal chance of being selected, to

remove sample bias, and to ensure that the outcomes are reliable enough to be generalized, simple random sampling will be employed (Acharya et al., 2013).

Primary and secondary sources will be consulted to gather the information. Secondary data provide historical context. Secondary data will be required to organize the primary data collection for this project. The researcher's inability to personally verify the data's accuracy is one drawback that calls into question its veracity. On the other hand, the primary data source is a person who has a personal connection to the subject being researched or studied. Preliminary data has the benefit of being information that has not been filtered or tainted by data from another source. The disadvantage of using incomplete data is that participants may occasionally only see a portion of the action. A survey with a semi-structured questionnaire will be used to gather the preliminary data, and document reviews, primarily of organizational reports and business magazines, will be used to gather the secondary data.

Verification Analysis

Verification analysis was carried out using SEM (Structural Equation) Analysis Model) with the SmartPLS 4.1.0.0 program because it includes more than one independent variable (independent). By using SEM analysis, you can see the dual role of a variable. Because it belongs to an integrated approach between factor analysis, structural modelling and path analysis, SEM can carry out three operations simultaneously simultaneous, i.e. confirmation of construct measurement (equivalent to CFA), obtaining a model of the relationship between latent variables (equivalent to path analysis), and get a useful model for estimation (comparable to a structural model in analysis regression) (Sugiyono, 2003). Another reason to use SmartPLS is to determine the influence between constructs with a limited sample size (Ghozali, 2021). Before data analysis is carried out, a research path diagram is first created to determine the "path" or direction of influence to be estimated. In accordance with Falk and Miller's recommendation in Ghozali (2021), diagrams are made using procedures. Reticular action modeling (RAM) nomogram with the following conditions:

- Theoretical constructs indicating latent variables are described as circular or elliptical shapes.
- Indicators or observed (measurable) variables are drawn in a square shape long.
- Asymmetric relationships are depicted with single-directed arrows, and relationships are symmetrical with double-directed arrows.

Based on the provisions above, the following is a path diagram created using Smart PLS Version 4.1.0.0, program.

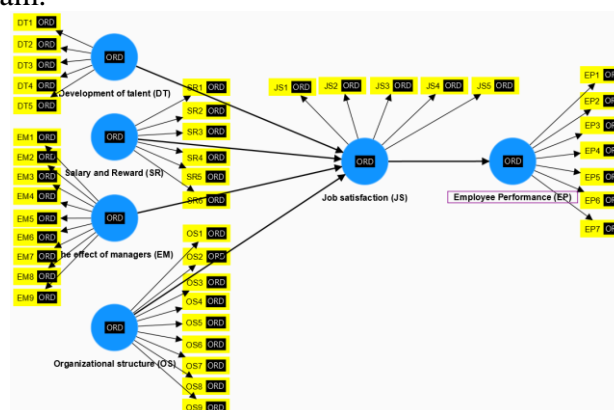


Figure 2: Research Model Path Diagram

Source: Author's preparation using the SmartPLS 4.1.0.0 program

4. Results and Discussion

Validity and Reliability Test Results (Outer Model)

Validity and reliability are carried out by running the "Calculate: PLS" function Algorithm" in the SmartPLS 4.1.0.0 application. In accordance with the recommendations given by Ghozali (2021), the procedure is carried out with the Weighting Scheme settings: Path, Maximum.

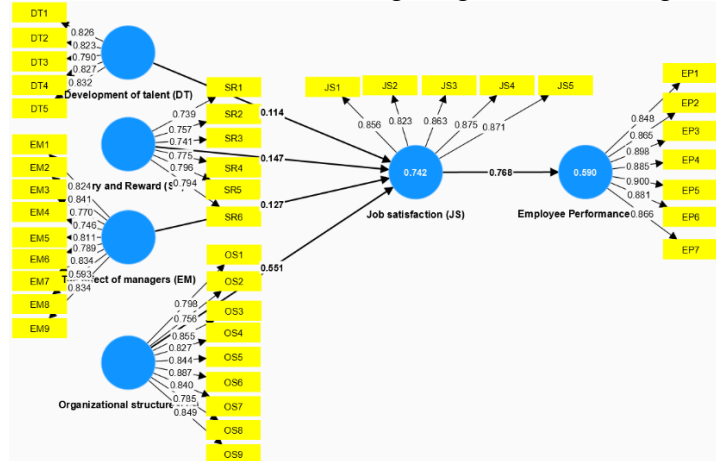


Figure 3. First Order Confirmatory Factor Analysis (CFA).

Source: SmartPLS 4.1.0.0 Processed Results, 2024

From the results of the analysis of the the above output, it can be seen that the construct indicators produce values of different loading factors. (Ghazali et al., 2023) Explains that the loading factor is >0.70 , which means very valid, 0.5 and 0.6 means moderate, and <0.50 is not valid and must be thrown away EM8 indicator. In the output of the second CFA analysis, it was discovered that the loading factor was higher again. Lower than 0.6, namely EM8. These indicators will be removed and analyzed when CFA is back.

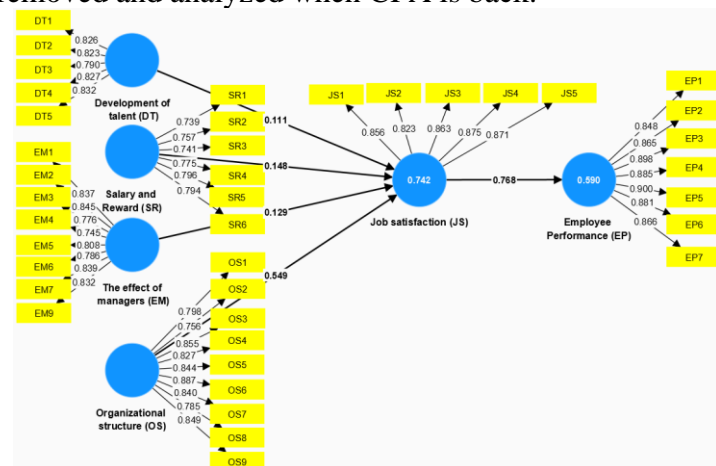


Figure 4: Second Order Confirmatory Factor Analysis (CFA).

In this second PLS Algorithm output, all construct indicators have met loading factor >0.5 or >0.6 , so it can be said to be valid. Even if it doesn't reach a loading factor >0.7 to be classified as very valid, but (Ghazali et al., 2023) explain that disposal of such indicators is only necessary to increase the construct's Average Variance Extracted (AVE) value so that it is >0.5 or >0.6 .

Temporarily, in this second output, the AVE value has exceeded the requirement >0.5 , as shown in the image below.

Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Development of talent (DT)	0.878	0.882	0.911	0.672
Employee Performance (EP)	0.950	0.951	0.959	0.770
Job satisfaction (JS)	0.910	0.910	0.933	0.736
Organizational structure (OS)	0.942	0.944	0.951	0.685
Salary and Reward (SR)	0.861	0.865	0.896	0.589
The effect of managers (EM)	0.924	0.927	0.938	0.655

Figure 5: Construct Validity and Reliability Test Results

Source: SmartPLS 4.1.0.0 Processed Results, 2024.

Even though there is still a loading factor <0.70 on SR and OS constructs, however The AVE value for both constructs is more than 0.50. The AVE value is >0.50 for all constructs used in this research, which also shows that construct validity is required. Composite Reliability and Cronbach's test results, with alphas above 0.70, have demonstrated the necessary reliability.

Discriminant Validity

	Development of talent (DT)	Employee Performance (EP)	Job satisfaction (JS)	Organizational structure (OS)	Salary and Reward (SR)	The effect of managers (EM)
Development of talent (DT)						
Employee Performance (EP)	0.748					
Job satisfaction (JS)	0.806	0.825				
Organizational structure (OS)	0.816	0.833	0.902			
Salary and Reward (SR)	0.791	0.672	0.768	0.731		
The effect of managers (EM)	0.880	0.848	0.842	0.877	0.801	

Figure 6: Heterotrait-Monotrait Ratio (HTMT) Test Results

Similar findings are also known in the HTMT test, which is one type of discriminant validity testing. Even though this value is still considered valid, it has a very close difference from the threshold of the HTMT validity criteria, namely <0.90 . This means the data collection instruments used to measure the OS and JS constructs are quite similar, or the respondents are almost unable to differentiate questions that represent these two different constructs.

Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Development of talent (DT) -> Job satisfaction (JS)	0.111	0.112	0.075	1.487	0.137
Job satisfaction (JS) -> Employee Performance (EP)	0.768	0.768	0.042	18.327	0.000
Organizational structure (OS) -> Job satisfaction (JS)	0.549	0.544	0.090	6.072	0.000
Salary and Reward (SR) -> Job satisfaction (JS)	0.148	0.152	0.061	2.450	0.014
The effect of managers (EM) -> Job satisfaction (JS)	0.129	0.131	0.096	1.352	0.176

Figure 7: Path Coefficient Bootstrapping Test

The same results can also be seen through the path coefficient of the results testing. The development of talent (DT) and the effect of managers (EM) have a significant negative impact on job satisfaction (JS).

R-square - Overview		
	R-square	R-square adjusted
Employee _Performance (EP)	0.590	0.588
Job satisfaction (JS)	0.742	0.736

Figure 8: R Square and R Square Adjusted Test Results

Based on the interpretation instructions provided by Chin W (1998), the R Square value Adjusted in this research model is classified as good, which indicates that the independent variables (development of talent, salary and reward, the effect of managers and organization structure) explain all of the variability (<1).

Model fit		
	Saturated model	Estimated model
SRMR	0.052	0.074
d_ULS	2.207	4.477
d_G	1.406	1.484
Chi-square	1419.392	1471.636
NFI	0.809	0.802

Figure 9: Model Fit Test Results

Based on the test results of the fit model, it can be said that both SRMR- Standardized Root Mean Square Residual (absolute model fit) and NFI- Normed Fit Index (incremental model fit), this research model meets the criteria of a good research model. Ideally, the SRMR value should be below 0.08, and the NFI value above 0.90 should be categorized as a good (fit) model (Ghazali et al., 2023).

5. Conclusion

For an organisation, the variables affecting worker performance derived from job satisfaction elements are crucial. Given that job satisfaction is influenced by a number of factors, including talent development, compensation and benefits, management influence, organisational structure, and job satisfaction itself, enhancing performance can have a substantial positive impact on the calibre, productivity, efficiency, and efficacy of organisational activities. We arrived at the following findings after analyzing the data obtained from the questionnaire given to the respondents. There are a number of factors that influence performance, namely compensation and benefits; organizational structure; and job satisfaction functions as a mediator in the relationship between employee performance and (talent development, compensation and rewards, management influence, and organizational structure). Meanwhile, factors that do not influence performance in this research are talent development and the influence of managers on worker performance.

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