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**Key Factors that Trigger Job Satisfaction and Their Implications
on Employees' Performance: A Case Study of ABC Company
in the Democratic Republic of the Congo**

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Abstract

In recent years, the mining industry has played a significant role in job creation, technological advancements, global trade, and economic growth and development. This research seeks to identify and study the factors that trigger job satisfaction and their implications on employees' performance in the mining industry of ABC company in the Democratic Republic of the Congo. With a population of 301 and a sample size of 243, the researchers gathered data and information from staff level employees at ABC company in Congo. The research applied both quantitative and qualitative methods. A quantitative survey questionnaire and interview questions were derived and adapted from existing literature using the Appreciative Inquiry Model (AI). The quantitative data were analyzed using descriptive statistics, along with multiple and simple linear regression, while qualitative data were analyzed through content analysis by thematic coding to identify key themes. This study intends to shed light on the impact of four independent variables: Leadership style, organizational culture, safety, compensation, on job satisfaction which impacts employees' performance. The findings indicate that job satisfaction significantly impacts employee performance and the organizational culture, safety, and leadership style in the current state impact job satisfaction. The researchers identify areas of limitation and make recommendations for future studies.

Keywords: Employee Performance, Leadership Style, Safety, Organizational Culture, Compensation, Job Satisfaction.

Introduction

A key factor of organizational success in the ever-changing industry is employee performance. This study was conducted in the setting of ABC Company focusing on factors that trigger job satisfaction and their implications on employees' performance in the present situation.

In demanding industrial contexts such as ABC Company, job satisfaction plays a critical role in shaping employee performance and significantly impacts the organization's

success. Job satisfaction is influenced by various factors such as compensation, leadership style, organizational culture, and safety, all of which play an important part in molding employees' experiences and productivity. Gerhart and Fang (2015) as cited in Muttalib et al. (2023) point out that compensation has a direct impact on job satisfaction because it meets employees' financial needs and expectations, whereas successful leadership styles generate motivation and a great work environment (Judge & Piccolo, 2004). Organizational culture, which represents the company's shared beliefs and practices, has a substantial impact on employee commitment, engagement, and performance (Schein, 2010). Furthermore, maintaining employee well-being and performance in such a high-risk job requires assuring safety (Geller, 2001).

According to Arnold (2005) as cited by Ibrahim and Brobbey (2015) having a strong skill set and a productive work environment go hand in hand to make an effective worker. The study believes that various elements influence employee performance, which managers should be aware of and strive to improve at all times. It also stated that to get the best performance out of employees, one must equip them with the tools they need to succeed.

Anderson (2004) as cited by Ibrahim and Brobbey (2015) also stated that employees do not perform in a vacuum. From the study, many internal, external, and company-based factors influence how well employees perform. Therefore, identifying these factors can help any organization improve job satisfaction, retention, performance, and overall organizational success.

Background of the Study and Problem Statement

The mining industry plays a significant or central role in the world's economy, providing important materials for different industries such as energy, technology, and manufacturing. It is also one of the main sources of the Congolese economy, employing many people every year. A study conducted by the International Peace Information Service (IPIS) in 2020 found approximately 2,951 mines, employing 427,469 artisanal miners in eastern Congo alone (Delve, 2024).

ABC Company is one of the biggest producers of copper and cobalt in the country, playing a significant role in the country's economy. It operates in a challenging environment characterized by physical demands, safety hazards, and the need for technical expertise. However, despite the challenging environment and its position in the industry, there are still things such as compensation, safety, and working conditions that impact different aspects of employees' job satisfaction and performance.

In terms of compensation, most ABC employees are hired through subcontractors rather than being hired directly by the company itself. Therefore, they do not earn the minimum living wage of 402 dollars a month. Instead, they receive a daily wage of about 3.50 to 10 dollars which is undoubtedly not enough to cover their living expenses in the country. As a result, employees experience financial stress, which diminishes their motivation and productivity, as they strive to make ends meet (Stone, 2022).

According to Le and Reuters (2019), at least 36 miners were killed in one of ABC's open-pit mines in 2019 alone. It was also reported in 2021 that a part of the company's open pit collapsed, killing a geologist and a machine operator (Maheho, 2021). These incidents show and highlight the critical need for better safety protocols. Moreover, the large number of accidents endangers the employees' well-being and instills a sense of fear and insecurity in the workforce, further impacting their performance.

Additionally, in 2022, a nonprofit organization named Rights and Accountability in Development (RAID) and the Verge conducted interviews with almost a dozen ABC workers and contractors. The results of the interviews indicated that ABC workers endure a hostile work setting, long hours, violent treatment, racism, discrimination, dangerous working conditions, and a lack of attention to even the most basic health care. They described being kicked, slapped, assaulted with rods, humiliated, yelled at, or dragged around by their ears. This causes emotional tension and discontent in employees, lowering their motivation, satisfaction, and performance. When staff feel undervalued and struggle to achieve their fundamental needs, it can lead to disengagement and decreased dedication to their work (Winstanely, 2024). The researchers are interested in finding and studying the factors that trigger job satisfaction and their implications on employees' performance in the mining industry specifically at ABC and use the information gained from the research to improve employees' performance of this organization within this industry.

Organizational Background

ABC company is one of the biggest producers of copper and cobalt worldwide. The company's name, ABC, is derived in part from the Swahili word "little fire". It was established in a small town called Kolwezi in the Democratic Republic of the Congo in 2008. It is a joint venture between the state-owned company B which holds a 25% share and Company C which owns 75% and is part of XY, a major global natural resource company.

ABC operates its own open pit and underground mines to extract copper and cobalt-containing ore. From its mining activities, the ore is moved by trucks and conveyor belts to a concentrator at facility X, where it is crushed and concentrated before being sent to the metallurgical plant at G, also known as a crude refiner. At G metallurgical plant, the ore is processed via concentration leach technique, followed by selective precipitation to produce cobalt hydroxide and solvent extraction and electrowinning to produce copper.

Research Objectives

- To understand the current state of employees' performance at ABC Company.
- To identify and study the factors that trigger employees' job satisfaction and their implications on employees' performance at ABC Company.
- To develop recommendations for ABC Company to improve overall employee performance.

Research Questions

- What is the current state of employees' performance at ABC Company?
- What are the factors that trigger job satisfaction and their implications on employee performance at ABC Company?
- How can employees' overall performance be improved at ABC Company?

Scope and Limitation of the Study

In this research study, the researchers specified the scope of the study as follows: the population included in this study is 301 employees of ABC Company in the Democratic Republic of the Congo. The researchers have a limited time constraint of 2.5 months to collect data and conduct the study. Within the time allotted, the researchers have to oversee every procedure.

Definitions of Variables Used in the Research

Leadership styles

Various studies have demonstrated how leadership affects an organization's ability to function as well as how leadership styles impact organizational culture, employee productivity, performance, retention, motivation, and job satisfaction (Muttalib et al., 2023). Leadership style refers to the leader's personality in guiding direction and offering strategies for subordinates to follow; each leader has his own style depending on their abilities, personality, and attitude. Govender et al. (2012) feel that a leader's style and role have a direct impact on followers' job satisfaction. Govender et al. (2012) confirmed that leadership styles have a big impact on an employee's satisfaction with their work inside the organization.

In this research, leadership style is defined as the unique mix of behaviors, attitudes, and ways of making decisions that a leader uses to influence and guide their group and company toward achieving goals and the organization's vision.

Organizational culture

Organizational culture is frequently defined as common values, beliefs, habits, and norms within a company that influence employee behavior and attitudes toward work (Schein, 2010, as cited in Li & Tresirichod, 2024). It not only reflects an organization's internal spirit and basic principles, but it also has a significant impact on employee behavior, attitude toward work, and performance. Li and Tresirichod (2024) claim that a strong organizational culture is critical to boosting performance and profitability. Sheridan and Luo (2012), as cited in Li and Tresirichod (2024) confirmed that organizational culture has a significant impact on employee job satisfaction. An organization's culture is critical to its success because it influences employee engagement, retention, and performance. Li and Tresirichod (2024) state that a strong and positive organizational culture can greatly boost employee performance and job satisfaction.

In this study, organizational culture is defined as the shared values, beliefs, conventions, and practices that impact the way workers collaborate inside a mining company.

Safety

Safety is defined as the practices, guidelines, and measures put in place to guarantee the mental and physical health of workers. According to Geller (2001), safety is the state of not being exposed to danger, risk, or injury or being unlikely to do so. Geller (2001) stated that safety have a big impact on job satisfaction. To him, employee job satisfaction is higher when they feel protected and believe that their company values their welfare. This level of satisfaction result in increased engagement, motivation, and job performance. Geller (2001) discovered that safety is linked to increased job satisfaction and lower turnover rates.

In this study, safety is defined as a comprehensive combination of policies, practices, and technology adopted to safeguard mining employees from hazards and ensure their well-being.

Compensation

Compensation refers to monetary benefits offered by an organization to its workers in exchange for their commitment to the organization (in Rattanaparinyanon & Tantasanee, 2019). The way for an organization to improve employee performance, motivation, and increase job satisfaction is through compensation (Rattanaparinyanon & Tantasanee, 2019).

In this research, compensation is defined as the benefits given to employees in exchange for their work to the organization. In other words, the total of all benefits given to employees in exchange for their work.

Job Satisfaction

Several researchers and authors have defined job satisfaction based on their perspectives. According to Bicera and Lamadrid (2016), job satisfaction is described as a positive emotion that result from the conviction that one's work either facilitates or satisfies significant employment values.

Dziuba et al. (2020) states that feelings of accomplishment and an employee's level of success at work can be interpreted as job satisfaction and that these factors can directly affect an employee's well-being and performance. Furthermore, Dziuba et al. (2020) contend that people's perceptions of their occupations make up their ideas and sentiments regarding job satisfaction.

Bicera and Lamadrid (2016) state that an individual's emotional reaction to elements of their jobs, such as compensation, benefits, and supervision, can also be considered an indicator or benchmark of job satisfaction. In this study, job satisfaction refers to employees' contentment and fulfillment with their mining jobs.

Employee Performance

Employee performance is defined as an individual's overall performance during specific duty periods in relation to the quality of the work, predetermined goals, and agreed-upon standards (Suharno et al., 2017). Rivai goes on to say that personal characteristics, ability, and skills all affect an employee's performance. In other words, the environment, ability, and desire all affect an employee's performance. Employee performance is defined in this study as an employee's efficacy, productivity, and job quality.

Literature Review

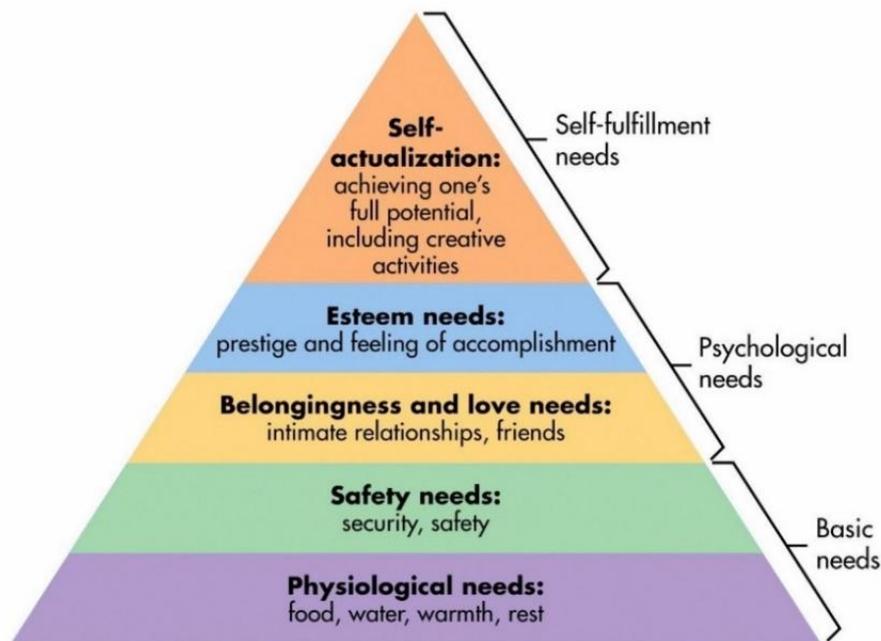
1. Maslow's Hierarchy of Needs

The paradigm for this study is based in part on the hierarchy of needs, which is one of the most well-known theories of human motivation. A need is something an individual requires, and satisfaction happens when that need is met. Motivation is the effort to fulfill a need (Mensah & Tawiah, 2016).

According to Mensah and Tawiah (2016), employees have five needs levels, and these needs are structured in a sequence, starting from the most basic to the highest needs. He highlights that a need can never be entirely satisfied and that it loses its motivational power when it is largely met. A person seeks for a greater degree of need as a result (Mensah & Tawiah, 2016).

In light of this theory, an employee can only be motivated to perform at a higher level if their lower-level needs are met (Mensah & Tawiah, 2016). Maslow concluded that to satisfy workers wants, the employer, manager and supervisors have to know the category or group to which each employee within the organization belong to.

Figure 1

Maslow's Hierarchy of Needs

Source: (McLeod, 2024). Maslow's Hierarchy of Needs. Simply Psychology

Mensah and Tawiah (2016) classified needs into the following categories, going from the lowest to the highest:

Physiological needs: These are the most basic things that individuals need. It includes the need for oxygen, food, water, shelter, and clothing. Maslow claimed that no other motivational factor can function until these fundamental wants are mostly met (Armstrong, 2010).

Safety Needs: These are needs that centered on avoiding physical danger, being fearful of losing one's work, property, as well as having protection from any harm either emotional or physical.

Social Needs: These needs are centered on the social side of human nature, such as the desire for acceptance and belonging. It is the urge for acceptability as a member of a group, love, and affection.

Esteem needs: Maslow discovered that the desire to be highly esteemed by oneself and by others arises as soon as a person satisfies the need to fit in and be accepted by others. It continues by saying that these needs lead to satisfaction through position, power, respect, and self-assurance. It consists of external elements like status, attention, and acknowledgment as well as internal elements like accomplishments, autonomy, and self-respect.

Self-actualization: This is the biggest need one can have. It is the will to achieve goals, reach one's greatest potential, and become all that one is capable of being. It encompasses needs like self-fulfillment, reaching one's potential, and growth.

The researchers used this theory because it provides a comprehensive framework for understanding human motivation in the workplace and enables the researchers to identify specific needs that trigger job satisfaction and its implications on employee performance in the context of ABC Company. In other words, through this theory, the researchers analyzed how different levels of employee needs such as physiological needs, safety, love, and

belongingness and esteem are either being met or unmet in the workplace and how the fulfillment or lack of these needs influence job satisfaction.

2. Herzberg's theory of motivation

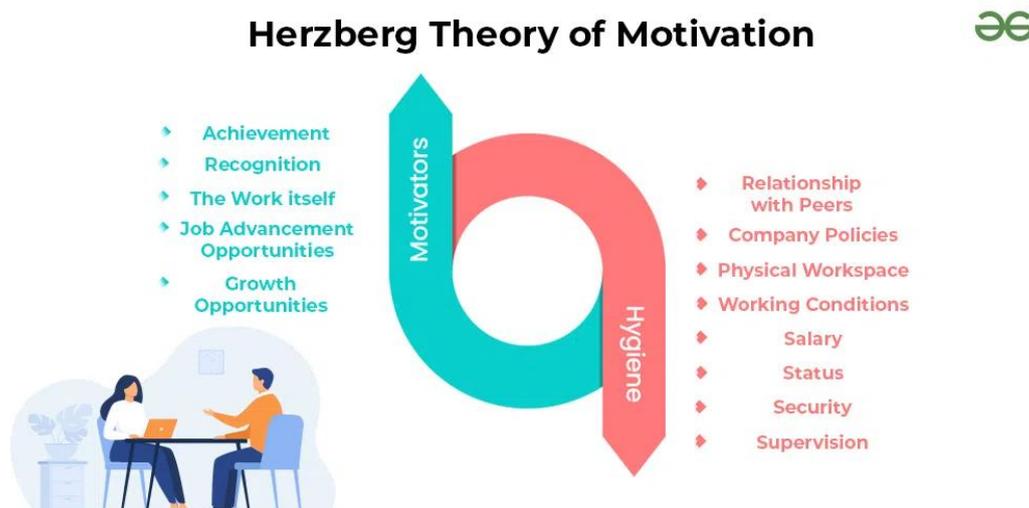
In the 1950s, Frederick Herzberg created the Two-Factor Theory known as Herzberg theory, which distinguished between two categories of factors impacting motivation: hygiene factors and motivators. According to Alrawahi et al. (2020), employee job satisfaction has been studied in various research using this theory. Alrawahi et al. (2020) confirmed that motivation is often linked to job satisfaction.

Based on the theory, the work environment, and conditions, which include elements like compensation, job security, working conditions, organizational policies, and interpersonal connections, are all related to hygiene factors. These factors are the main sources of job dissatisfaction in the workplace and among employees. Herzberg (1959) stated that when these factors are missing or inadequate within a workplace, employees become dissatisfied and discontented. However, their presence alone does not encourage individuals; rather, they only keep them from being dissatisfied. In other words, they are necessary for maintaining a basic level of satisfaction but do not encourage higher levels of performance or engagement.

Motivators, on the other hand, are aspects that are unique to the individual, such as achievement, recognition, responsibility, personal development, and advancement. These factors, when present, result in intrinsic motivation and job satisfaction, both of which are essential for improving performance and fostering a favorable work environment (Herzberg, 1959).

Figure 2

Herzberg Theory of Motivation



Source: Geeks for Geeks. (2024). Herzberg's Two-Factor Theory of Motivation.

Using this model, he was able to describe how one might be both content and discontent at his or her job simultaneously because both hygiene and motors factors operate

in distinct ways.

Alrawahi et al. (2020) stated that the appropriate income, pleasant working conditions, respected supervisors, and friendly coworkers will not generate a satisfied employee; they will only generate an unsatisfied employee. However, their levels have to be sufficient in order for the motivating elements to take effect and become operational.

The researchers adopted this theory because it provides a distinct framework for understanding what drives employee motivation and satisfaction in the workplace. Through this theory, the researchers looked at how both sets of factors contribute to job satisfaction in the context of ABC Company and how much they both influence employee performance. Moreover, this approach helped the researchers determine whether improving certain hygiene factors or enhancing motivators could lead to higher levels of satisfaction and better performance at ABC Company.

Related Studies

An empirical study conducted at PT Pamapersada Nusantara on the factors influencing job performance in the mining industry found that work engagement, job satisfaction, and empathic leadership all significantly increase job performance. The importance of supervisory assistance and individual crafting was also noted as key factors. According to the researcher, the research was limited to these particular components, other aspects, such as organizational culture and work demands, would need to be investigated in future studies. It was discovered that job performance, individual crafting, work engagement, mining, job satisfaction, and emphatic leadership are the primary themes of research in the article of that content, as opposed to other topics that were not selected since they are already included in the main topics above (Wardana et al., 2023)

A study conducted at the Mining and Energy Agency of North Sumatera on the influence of work Satisfaction on Employees Performance with organizational commitment as intervening variable found that job satisfaction significantly impacts employee performance and organizational commitment. Organizational commitment then leads to a major improvement in employee performance. The research finds that through job satisfaction, organizational commitment has an indirect impact on employee performance. This means that satisfied employees are more committed to their organization, resulting in improved performance. The study emphasizes the need to increase job satisfaction in order to promote employee performance and organizational commitment. It discovered that job satisfaction, organizational commitment, and employee performance are the primary research topics in this article of that content. Other topics were not selected because they are already part of the main topics listed above (Destari et al., 2018).

A study conducted in Mining Companies in Ghana on employee motivation and work performance investigates the connection between motivation and employee performance in the mining sector using the job satisfaction model. It collects data from 4 of the largest Ghanaian gold mining organizations to assess their approaches to motivation. Given the sector's large GDP contribution, the findings highlight the necessity for management to inspire workers to lower industrial discontent and maintain compliance with health and safety regulations. The study urges for more research into health and safety risks. It was discovered that employee motivation, satisfaction, performance, and mining firm dynamics are the main topics of study in the article of that content. Other topics were not selected because they are already part of the main topics above. (Mensah & Tawiah, 2016).

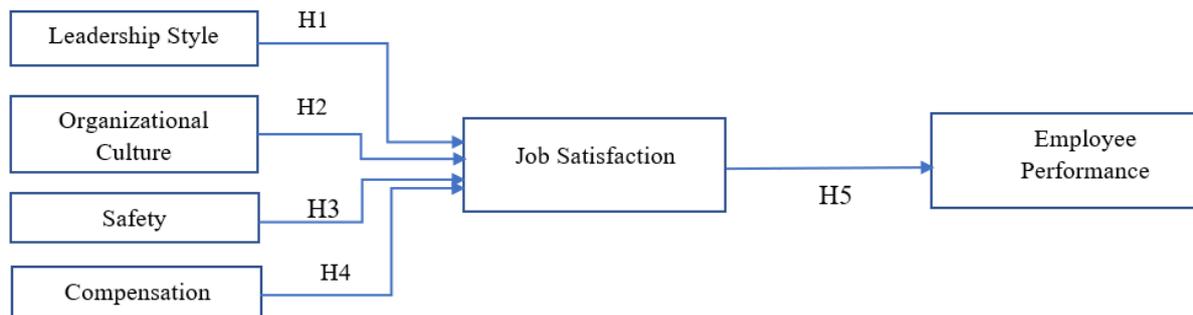
Conceptual Framework

The researchers applied the frameworks from prior research and studies to create the

conceptual framework. The researchers have integrated the corresponding conceptual frameworks, thus creating the independent variables which are leadership style, organizational culture, safety, and compensation while using job satisfaction as the mediating variable and employee performance as the dependent variable of this research.

Figure 3

The Conceptual Framework



Source: Developed for this research by the researcher, 2024

Statistical Hypotheses

Table 1

Hypotheses

Hypotheses	Statistical Hypotheses
H1 _o	Leadership style has no significant impact on job satisfaction.
H1 _a	Leadership style has significant impact on job satisfaction
H2 _o	Organizational culture has no significant impact on job satisfaction.
H2 _a	Organizational culture has significant impact on Job satisfaction.
H3 _o	Safety has no significant impact on job satisfaction.
H3 _a	Safety has significant impact on Job satisfaction.
H4 _o	Compensation has no significant impact on job satisfaction
H4 _a	Compensation has significant impact on Job satisfaction.
H5 _o	Job satisfaction has no significant impact on employee performance.
H5 _a	Job satisfaction has significant impact on employee performance.

Research Methodology

The study methodology components include the research design, population and sample, research instruments, reliability, and validity testing of the research instruments, as well as the data treatments for both quantitative and qualitative data.

Population, Sample Size and Sampling Method

The target population of this research is staff level employees of various department of ABC Company including processing, extractions, mining operations, health and safety environment, engineering, and maintenance. The total number of selected employees as the population is 301 and the sample size is 243 and the sampling technique is convenience sampling method. The sample of 243 employees is predominantly male, with a smaller proportion of female employees. Their ages range from 18 to 54 years, with most holding a bachelor's degree, while fewer have a master's degree or only primary education. The majority have been with the company for over 3 years and are full-time employees working rotational shifts.

Data Collection

The researchers apply convenience sampling to acquire data from respondents using an online questionnaire and individual interviews. The convenience sampling has been applied because the respondents are in the Democratic Republic of the Congo, and the researcher is in Thailand.

Quantitative Research

The present study utilized pre-existing research sources, including articles, research, academic journals, and the internet to formulate the survey questionnaire and provide a convenient link for participant to complete the questionnaire. The research questionnaire uses 5-point Likert Scale and descriptive analysis along with Multiple and Simple Linear Regression were applied for statistical analysis. The validity of questionnaires was checked by 3 experts and the reliability test was applied before distributing the survey questionnaire.

Qualitative Research

The researchers select six staff level employees from different department including extractions, processing, safety, maintenance, and engineering for the interview. The four interview questions were developed using appreciative inquiry (AI) perspectives as a foundation. It includes:

1. Discovery: What leadership practices or approaches have you observed that significantly contribute to employee performance?
2. Dream: What initiatives could be implemented to improve your job satisfaction?
3. Design: What kinds of recognition or feedback do you believe would best encourage and support your performance?
4. Destiny: What steps can your direct supervisor or manager take to adopt the ideal leadership style you envision?

Reliability Test

The researchers conduct a pilot test with 30 respondents excluded from the sample to assess the reliability of the questionnaire.

Table 2

Reliability Test Results

Variables	Number of Items	Cronbach's Alpha	Reliability
Leadership Style (LS)	5	0.936	Excellent
Organizational Culture (OC)	5	0.894	Good
Safety (ST)	5	0.909	Excellent
Compensation (CMT)	5	0.907	Excellent
Job Satisfaction (JS)	5	0.915	Excellent
Employee Performance (EMP)	5	0.911	Excellent

Table 2 shows the Cronbach's alpha results for each variable; it can be concluded that leadership style, safety, compensation, job satisfaction, and employee performance have results of 0.9 or higher, indicating that they are in the appropriate range, and that the questions are consistent with the variables. Organizational culture, on the other hand, is 0.894, indicating that the question has adequate reliability and is reasonably consistent with the variable. As a result, it can be said that the questionnaire's questions all have acceptable reliability. According to Kailay et al. (2023) standards, $\alpha > 0.9$ is regarded as Excellent; $0.8 \leq \alpha < 0.9$ is Good; $0.7 \leq \alpha < 0.8$ is Acceptable; $0.6 \leq \alpha < 0.7$ is Questionable; $0.5 \leq \alpha < 0.6$ is Poor; and $\alpha < 0$ is Unacceptable. A Cronbach's alpha greater than 0.6 is regarded as satisfactory, according to Taber (2018).

Validity test

Prior to the reliability test, a validity test was conducted by three experts to determine the questionnaire structure and unity. The procedure or test is known as Item of Objective Congruence (IOC) to evaluate or assess the questionnaire's questions and structure. It is used to support and ensure the consistency of the questions evaluated by three professionals. It is the tool used to gauge each item's validity. The process solicited the views of three experts regarding the alignment of the questions to the study objectives. The acceptability level of the results must be up to 0.66 (Straub et al., 2004).

Demographic Profile

The researchers posed six questions regarding the demographic details of the respondents to gain a comprehensive understanding of their basic background information.

Table 3

Demographic information analysis by using frequency distribution and percentage (N=243/301)

Age	Frequency	Percentage
18-24 years old	41	16.8
25-34 years old	86	35.2
35-44 years old	58	24.2
45-54 years old	51	20.9
55-64 years old	7	2.9
Total	243	100%
Gender	Frequency	Percentage
Male	179	73.4
Female	64	26.6
Total	243	100%
Education	Frequency	Percentage

Primary school	23	9.4
High school	65	26.6
Bachelor's Degree	124	51.2
Master's Degree	31	12.8
Total	243	100%
Department/Service	Frequency	Percentage
Processing	39	16
Extractions	52	21.3
Mining operations	36	14.7
HSE	22	9.4
Engineering	46	18.9
Maintenance	22	9
Others	26	10.7
Total	243	100%
Payment Frequency	Frequency	Percentage
Daily	7	2.9
Weekly	8	3.2
Monthly	228	93.9
Total	243	100%

Table 3 presents the demographic data for 243 out of 301 respondents. The most extensive age group of target respondents is 25-34 years old, with 35.2% of respondents. This is followed by the 35-44 age group, which has 24.2% of respondents. The 55-64 age group is the smallest group with 2.9% respondents. Gender is categorized into two groups: male and female. The male group represents 73.4% of the respondents, totaling 179 individuals, while the female group accounts for 26.6%, with 64 respondents. Regarding the educational background, 51.2% of respondents hold bachelor's degrees, 26.6% have high school diplomas, and 12.8% have master's degrees. There was a small group that held below a high school diploma with 9.4%. In terms of years of service, the largest group has 1-3 years of experience, with 32% of respondents, followed by the 4-6 years group, which includes 25.8% of respondents. The smallest group in this category has 9% of respondents. Department-wise, the majority of respondents work in extractions, with 21.3% individuals, followed by engineering with 18.9% respondents. The processing and mining operations departments have 16% and 14.7% respondents, respectively. Some groups had less than 1 year of service, with 9% and 20.1% of respondents. As for the payment frequency 93.9% of respondents are paid monthly, 3.2% weekly and 2.9% daily.

Research Findings and Summary

Table 4

Research findings from Multiple Linear Regression

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	Significant (P)
	(B)- Estimate	Std. Error (SE)	Beta (Stand Estimate)	
Constant (<i>intercept</i>)	0.3497	0.1991		0.080
Leadership Style (LS)	0.1465	0.0576	0.1519	0.012
Organizational Culture (OC)	0.3590	0.0722	0.3403	<.001
Safety (ST)	0.3264	0.0625	0.3125	<.001
Compensation (CMT)	0.0892	0.0503	0.0946	0.077
R	0.785			
R²	0.616			
Adjusted R²	0.609			

Dependent Variable: Job Satisfaction

According to the findings presented in the above table, R² is 0.616. This means organizational culture, safety and leadership style can explain 61.6% of employees' job satisfaction. Organizational culture and safety are the most critical factors impacting job satisfaction (P Value <.001, Beta =0.3403 and 0.3125), followed by leadership style (P = 0.012, Beta =0.1519)

Table 5

Research findings from simple Linear Regression

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	Significant (P)
	(B)- Estimate	Std. Error (SE)	Beta (Stand Estimate)	
Constant (<i>intercept</i>)	0.901	0.1705		<.001
Job Satisfaction (JS)	0.786	0.0402	0.783	<.001
R	0.783			
R²	0.614			
Adjusted R²	0.612			

Dependent Variable: Employee performance

According to the findings presented in the above table, R² is 0.614. This means job satisfaction can explain 61.4% of the employee performance. In other words, job satisfaction has a significant impact on employee performance with the P value of 001 and standard estimate of 0.783.

Table 6

Summary of Hypotheses testing

Statistical Hypotheses	Beta	Significant (P)	Result	Rank of Influence (Only for significant values)
H1 ₀ : Leadership style has no significant impact on job satisfaction. H1 _a : Leadership style has significant impact on job satisfaction.	0.1519	0.012	Rejected H1 ₀	3 rd -Significant Impact
H2 ₀ : Organizational culture has no significant impact on job satisfaction. H2 _a : Organizational culture has significant impact on job satisfaction.	0.3403	<.001	Rejected H2 ₀	1 st -Significant Impact
H3 ₀ : Safety has no significant impact on job satisfaction. H3 _a : Safety has significant impact on job satisfaction.	0.3125	<.001	Rejected H3 ₀	2 nd Significant Impact
H4 ₀ : Compensation has no significant impact on job satisfaction. H4 _a : Compensation has significant impact on job satisfaction.	0.0946	0.077	Failed to Reject H4 ₀	No Significant Impact

The significance value for the dependent variable, based on the p-value, is 0.05 or lower. The values of organizational culture, safety, compensation, and leadership style are <.001, 0.012, and <.001, respectively, according to the statistical data. These results indicate that the p-value of compensation is higher than 0.05 and the results of leadership style, organizational culture, and safety are less than 0.05. Therefore, leadership style, organizational culture, and safety have a significant impact on job satisfaction but not compensation.

Table 7

Summary of the Highest Mean Value of Variables

No	Questions	N	Mean	Standard Deviation
LS1	My leaders provide clear direction and guidance.	243	4.20	1.02
OC3	The company's culture motivates me to perform my best.	243	4.28	0.915
ST5	The company responds effectively to safety concerns and incidents.	243	4.26	0.920
CMT2	Salary and benefits are important factors in motivating me to perform well at my job.	243	3.87	1.05
JS5	I am satisfied with the resources and tools provided to perform my duty effectively.	243	4.27	0.971
EMP1	I am confident in my ability to meet job performance expectations.	243	4.30	1.007

This table presents the results of a case study of ABC Company in the Democratic Republic of the Congo with 243 respondents on the dependent, mediating, and independent variables. The highest mean of each variable reflects the factors that trigger job satisfaction and their implications on employee performance at ABC company. The criteria established by Tangthankul (2024) were used to evaluate the mean scores in this section.

Table 8

Summary of qualitative results from individual interview

4Ds	Interview Questions	Summary Results of the common themes
Discovery	What leadership practices or approaches have you observed that significantly contribute to employee performance?	<ol style="list-style-type: none"> 1. Effective communication 2. Leading by example 3. Give positive feedback and recognition. 4. Empowerment and support 5. Collaboration
Dream	What initiatives could be implemented to improve your job satisfaction?	<ol style="list-style-type: none"> 1. Career Development 2. Proper job training 3. Compensation and Benefits 4. Better treatment 5. Safety initiatives
Design	What kinds of recognition or feedback do you believe would best encourage and support your performance?	<ol style="list-style-type: none"> 1. Opportunity for career growth 2. Constructive feedback 3. Performance base rewards
Destiny	What steps can your direct supervisor or manager take to adopt the ideal leadership style you envision?	<ol style="list-style-type: none"> 1. Lead by example 2. Promote a positive workplace 3. Encourage open communication 4. Take employee well-being into consideration 5. Offer support

The table above shows the findings of interviews with six low-level employees from ABC Company in the Democratic Republic of the Congo using a series of four questions based on the Appreciative Inquiry Model.

Discussion

The research related studies all agree that job satisfaction improves employee performance, however, they emphasize distinct influencing elements and settings. Findings from this research and ABC Manufacturing Company on the impact of job satisfaction on employee performance show a positive and significant influence of job satisfaction on performance, highlighting the significance of supervisor relationships, organizational culture, and safety. The study at PT Pamapersada Nusantara reveals that empathic leadership and work engagement, alongside job satisfaction, boost performance in the mining industry. Additionally, the Mining and Energy Agency of North Sumatera's research introduces organizational

commitment as a critical mediator, demonstrating that job satisfaction indirectly enhances performance by influencing commitment. Lastly, the research of Ghanaian mining businesses emphasizes the importance of addressing employee motivation and adherence to health and safety rules in order to improve performance, indicating the larger significance of job satisfaction beyond individual and organizational issues.

Conclusions

The primary objective of this research is to understand the current state of employee performance at ABC Company. To identify and study the key factors that trigger job satisfaction and its implications on employees' performance at ABC Company and to develop recommendations for ABC Company to improve overall employee performance.

According to the findings of the hypothesis testing, the most significant factors that triggers job satisfaction and its implications on employees' performance are organizational culture, safety, and leadership style.

The findings of the qualitative analysis revealed that there are practices such as empowerment and support of employees, effective communication, leading by example, and providing positive feedback that can significantly contribute to employees' job satisfaction and performance. Additionally, it was found that initiatives such as job training, compensation and benefits, career development, and safety initiatives could improve employees' job satisfaction and performance as well. The researchers were able to evaluate the consistency and discovered that organizational culture, safety, and leadership style are the enabling factors that triggers job satisfaction and its implications on employees' performance at ABC company. Moreover, it was revealed that opportunities for career growth, constructive feedback, and performance-based rewards are the kinds of recognition or feedback that encourage and support employee performance.

Recommendations from the research findings

Considering the results of the analysis, the researchers have identified that out of the 5 hypotheses tested, 3 independent variables which consisted of organizational culture, safety and leadership style have a significant impact on job satisfaction. Additionally, job satisfaction which is the mediating variable in this research has a significant impact on employee performance. To keep the organization sustainable performance, the researchers have made the recommendation following the results of data analysis of both quantitative and qualitative data from the survey and interviews. The recommendations will serve the organization to improve the overall employees' performance.

1. Regarding the organizational culture, the organization should keep on promoting all aspect of culture through inclusive initiatives to increase the level of job satisfaction, improve employee performance, maintain, and attract talents. This could include evaluating the present culture to determine what works well and which areas need revision.

2. As for safety, the organization should focus on regular update and review of safety protocols, safety training and equipment maintenance. They could also create a safety-first culture and invest in nowadays safety equipment to better protect employees while improving both job satisfaction and performance.

3. As for leadership style, the organization should review or make adjustment to the company leadership approach to satisfy all employees and maintain or improve their performance.

4. The organization should improve employee performance by creating opportunities for career growth, giving performance base rewards, promoting leadership by example, and improving compensation and benefits plan. They could also empower and support employees, encourage open communication and give constructive feedback.

Recommendation for Further Study

The current study focused on ABC, a mining company in the Democratic Republic of the Congo. The findings of this study can be expanded in future research by looking at other organizations in the Congo mining industry to get a broader and more in-depth picture of employee performance. Moreover, as the research approach in this study yielded satisfactory results, it should be applied for future research to explore and examine other key factors that trigger job satisfaction and their implications on employees' performance in various organizations and industries.

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