

Psychological well being, Internal Communication, Talent Engagement, and Job Performance: The Mediating Role of Job Satisfaction

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Abstract

The telecommunications industry in Indonesia faces increasing demands for service reliability and digital transformation, making employee performance a critical factor for organizational sustainability. Although psychological and organizational factors are known to influence performance, limited research has examined their integrated effects with job satisfaction as a mediating mechanism in the Indonesian Internet Service Provider (ISP) context. This study analyzes the direct and indirect relationships among psychological well-being, internal communication, talent engagement, job satisfaction, and job performance. An explanatory quantitative cross-sectional survey design was employed involving 160 employees from ISP companies in Jakarta. Data were analyzed using Covariance-Based Structural Equation Modeling (CB-SEM). The results indicate that psychological well-being ($\beta = 0.268$, $p = 0.042$) and talent engagement ($\beta = 0.728$, $p < 0.001$) significantly influence job satisfaction, while internal communication does not ($\beta = -0.109$, $p = 0.434$). Job satisfaction positively affects job performance ($\beta = 0.562$, $p < 0.001$) and fully mediates the relationships between the independent variables and performance, as the direct effects on job performance are not significant. These findings highlight job satisfaction as a critical psychological mechanism linking organizational resources and employee performance. The study contributes theoretically by validating an integrated mediation model within the Indonesian telecommunications sector and provides practical implications for human resource strategies aimed at enhancing sustainable employee performance.

Keywords: Psychological well being; Internal Communication; Talent Engagement; Job Satisfaction; Job Performance.

INTRODUCTION

The telecommunications industry in Indonesia plays a strategic role in accelerating national digital transformation. Increasing demands for service reliability, network stability, and rapid technological adaptation have intensified performance expectations for employees. In such dynamic environments, employee performance becomes a key determinant of organizational sustainability and competitiveness. Beyond technical competence, psychological and organizational factors increasingly shape employees' ability to maintain consistent performance under pressure Malta & Tanuwijaya, (2023).

From a theoretical perspective, the Job Demands–Resources (JD-R) theory provides a comprehensive framework for understanding employee performance. The JD-R theory posits that personal and organizational resources enhance motivation and positive work outcomes. Psychological well-being represents a personal resource that enables employees to manage stress, maintain emotional stability, and sustain engagement at work Yang et al. (2024). Empirical findings indicate that employees with higher psychological well-being tend to report greater job satisfaction and improved performance Kundi et al. (2021).

Organizational resources such as internal communication and talent engagement also contribute significantly to employee effectiveness. Effective internal communication reduces role ambiguity, enhances coordination, and strengthens trust within organizations Dhone & Sarwoko (2022). Meanwhile, talent engagement reflects employees' emotional and cognitive involvement in their work, which supports motivation and performance consistency Heijden et al. (2022).

Although prior research has confirmed the relationships between psychological well-being, internal communication, talent engagement, job satisfaction, and job performance, the existing literature remains fragmented. Several studies have examined psychological well-being in relation to job satisfaction or performance Carazas et al. (2024), while others have focused on internal communication and its impact on employee attitudes or on talent engagement and performance outcomes Kaewsaengon et al. (2021). However, these investigations generally analyze the variables separately or through partial models, without integrating personal and organizational resources simultaneously within a unified structural framework.

Table 1. Summary of Previous Studies and Research Gaps

Author(s) & Year	Main Variables Examined	Research Context	Key Findings	Research Limitation / Gap
Cankir & Sahin (2018)	Psychological Well-Being → Job Performance (mediated by work engagement)	General organizational context	Psychological wellbeing improves job performance indirectly	Focuses only on psychological factors; does not integrate organizational resources
Kundi et al. (2021)	Psychological Well-Being → Job Performance	Organizational employees	PWB influences performance through mediating/moderating mechanisms	Does not incorporate internal Communication or talent engagement
Carazas et al. (2024)	Burnout, PWB → Job Satisfaction	Healthcare sector	PWB significantly increases job satisfaction	Does not test integrated structural model including performance outcome
Dhone & Sarwoko (2022)	Internal Communication Employee → Performance (mediated by motivation)	Indonesian organizations	Internal communication improves performance via motivation	Does not include psychological wellbeing or talent engagement simultaneously
Vercic et al. (2021)	Internal Communication → Job Satisfaction	Corporate communication context	Internal communication enhances satisfaction and trust	Limited to communication dimension; no performance mediation model
Kaewsaengon et al. (2021)	Talent Engagement → Performance & Retention	Hotel industry	Engagement increases contribution and retention	Does not position job satisfaction as mediator
Obedgiu et al. (2023)	Employee Engagement → Talent Management → Performance	Organizational context	Engagement improves performance outcomes	Focuses on engagement performance link without integrating psychological wellbeing
Manimaran et al. (2025)	Talent Management → Job Satisfaction → Performance	Manufacturing industry	Job satisfaction mediates talent management and performance	Does not integrate internal communication and psychological wellbeing
Nilasari et al. (2024)	Job Satisfaction → Job Performance	Educational sector	Job satisfaction significantly improves performance	Does not test antecedent psychological & organizational resources simultaneously

More importantly, limited studies have explicitly positioned job satisfaction as a mediating mechanism that explains how psychological and organizational resources translate into job performance, particularly when grounded in the JD-R theoretical perspective. In addition, empirical evidence from the telecommunications sector especially within Indonesian Internet Service Provider (ISP) companies remains scarce, despite the industry's high-performance demands and rapid technological changes. This limitation restricts the theoretical understanding of how multiple resources interact to sustain employee performance in performance-driven service industries.

Job satisfaction has long been recognized as a central predictor of job performance Nilasari et al. (2024). According to JD-R theory, job satisfaction functions as a motivational mechanism linking resources to performance outcomes. Nevertheless, the absence of an integrated mediation model that simultaneously incorporates psychological well-being, internal communication, and talent engagement highlights a clear theoretical and contextual gap.

Therefore, this study aims to analyze the direct and indirect relationships among psychological well-being, internal communication, talent engagement, job satisfaction, and job performance among employees of Internet Service Provider (ISP) companies in Jakarta. The novelty of this research lies in

testing an integrated mediation model grounded in JD-R theory within the telecommunications context, thereby extending organizational behavior literature and providing empirical evidence from an emerging market setting. The findings are expected to offer both theoretical enrichment and practical implications for human resource management strategies in performance-oriented industries.

Based on the JD-R theory, employee performance is influenced by the availability of personal and organizational resources that stimulate motivational processes. In this study, psychological wellbeing is conceptualized as a personal resource, while internal communication and talent engagement are positioned as organizational resources. These resources are expected to directly influence job performance and indirectly influence performance through job satisfaction as a motivational mediator.

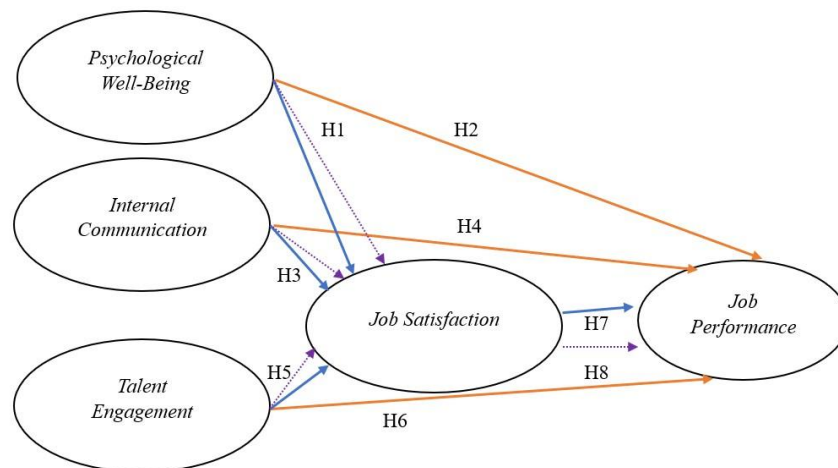


Image 1 Framework Conceptual

H1: Psychological well being has a positive effect on Job Satisfaction.

Psychological well-being reflects emotional stability and resilience in managing job demands. As a personal resource within the JD-R framework, psychological well-being enhances positive work evaluation and job satisfaction Carazas et al. (2024).

H2: Psychological well being has a positive effect on Job Performance.

Psychological well-being also strengthens work energy and adaptability, contributing directly to performance outcomes Yang et al. (2024).

H3: Internal Communication has a positive effect on Job Satisfaction.

Internal communication functions as an organizational resource that reduces ambiguity and strengthens trust. Clear and participatory communication fosters higher job satisfaction Dhone & Sarwoko (2022).

H4: Internal Communication has a positive effect on Job Performance.

Effective communication aligns tasks and organizational objectives, thereby enhancing employee performance Syahrial & Tanuwijaya (2023).

H5: Talent Engagement has a positive effect on Job Satisfaction.

Talent engagement reflects employees' emotional involvement and organizational attachment. Engaged employees tend to experience higher job satisfaction Obedgiu et al. (2023).

H6: Talent Engagement has a positive effect on Job Performance.

Highly engaged employees demonstrate initiative and sustained performance behaviors Syahrial & Tanuwijaya (2023).

H7: Job Satisfaction has a positive effect on Job Performance.

Job satisfaction represents a positive emotional response toward work and functions as a predictor of performance Carazas et al. (2024).

H8: Job Satisfaction mediates the effects of Psychological well being, Internal Communication, and Talent Engagement on Job Performance.

According to JD-R theory, resources influence performance through motivational processes. Job satisfaction is therefore expected to mediate the relationship between psychological and organizational resources and job performance Manimaran et al. (2025).

METHOD

This study employed an explanatory quantitative research design using a cross-sectional survey approach to examine the causal relationships among psychological well-being, internal communication, talent engagement, job satisfaction, and job performance. An explanatory design is appropriate when the objective is to test theoretically grounded hypotheses and analyze structural relationships among latent constructs Sekaran & Bougie (2020). The study was grounded in the Job Demands Resources (JD-R) theoretical framework and utilized Covariance-Based Structural Equation Modeling (CB-SEM) to evaluate both measurement and structural models simultaneously.

The population of this study consisted of employees working in network infrastructure companies and Internet Service Provider (ISP) companies located in Jakarta, Indonesia. The unit of analysis was individual employees. A purposive sampling technique was employed to ensure that respondents possessed adequate experience and organizational exposure to provide reliable evaluations of the research variables. The inclusion criteria were: 1) a minimum age of 20 years; 2) at least one year of work experience within the organization.

These criteria were applied to ensure respondents' familiarity with organizational communication practices, engagement systems, and performance expectations. A total of 160 valid responses were obtained and included in the final analysis. This sample size satisfies the recommended minimum requirements for CB-SEM analysis, particularly for models involving multiple latent constructs with several observed indicators Hair et al. (2021). The sample-to-parameter ratio was considered adequate to ensure stable Maximum Likelihood estimation.

Primary data were collected using a structured self-administered questionnaire distributed to employees who met the sampling criteria. The questionnaire consisted of measurement items representing five latent constructs: Psychological Well-Being, Internal Communication, Talent Engagement, Job Satisfaction, and Job Performance. All constructs were measured using a five-point Likert scale ranging from: 1) Strongly Disagree; 2) Disagree; 3) Moderately Agree; 4) Agree; 5) Strongly Agree. The Likert scale was selected to capture respondents' perceptions and attitudes consistently across constructs.

Each construct was operationalized as follows:

1. Psychological Well-Being was conceptualized as employees' perceived emotional stability, resilience, and positive mental condition in managing work demands, consistent with the JD-R framework Yang et al. (2024). Indicators reflected emotional balance, work-life balance, perceived support, psychological safety, and developmental opportunities.
2. Internal Communication was defined as employees' perceptions of clarity, openness, consistency, and responsiveness in organizational communication processes Dhone & Sarwoko (2022). Indicators assessed information flow, supervisor communication quality, and feedback mechanisms.
3. Talent Engagement was conceptualized as employees' emotional and cognitive attachment to the organization, including recognition, development discussions, teamwork climate, organizational reputation, and perceived social contribution Obedgiu et al. (2023).
4. Job Satisfaction was defined as employees' positive affective evaluation of their job and work conditions Carazas et al. (2024). Indicators measured satisfaction with work itself, compensation, workplace relationships, achievements, and working conditions.
5. Job Performance was conceptualized as self-reported task performance, adaptability, responsibility, timeliness, and collaborative effectiveness Nilasari et al. (2024).

All measurement items were adapted from prior validated studies and adjusted to fit the telecommunications industry context without altering their conceptual meaning.

Data analysis was conducted using Covariance-Based Structural Equation Modeling (CB-SEM) with AMOS software. The analysis followed a two-step approach:

1. Measurement Model Evaluation (Confirmatory Factor Analysis-CFA)

Construct validity was assessed through factor loadings, with a minimum acceptable threshold of 0.45. Indicators below this threshold would be removed; however, all indicators met the required criteria. Reliability was assessed using Cronbach's Alpha, with values ≥ 0.60 considered acceptable for internal consistency.

2. Structural Model Evaluation

After confirming the adequacy of the measurement model, the structural model was tested to examine the hypothesized relationships among variables. Model fit was evaluated using multiple

Goodness-of-Fit indices, including absolute fit measures (Chi-square probability, RMSEA, GFI), incremental fit measures (CFI, TLI, IFI, NFI), and parsimonious fit measures (CMIN/DF, AGFI).

Hypothesis testing was conducted based on Critical Ratio (CR) values and p-values. A structural path was considered statistically significant when $p < 0.05$. The mediating effect of Job Satisfaction was examined by evaluating the significance of indirect paths within the structural model. Mediation was determined based on the significance of the indirect relationships and the absence of significant direct effects from independent variables to job performance.

RESULTS

The profile of respondents employed in network infrastructure companies and Internet Service Providers (ISPs) in Jakarta in this study includes gender, age, and work experience, as presented below:

Table 2. Characteristics of Respondents

Gender	Frequency	Percentage
Male	89	56%
Female	71	44%
Age	Frequency	Percentage
18 - 24 years	6	4%
25 - 34 years	71	44%
35 - 44 years	49	31%
45 - 54 years	34	21%
Work Experience	Frequency	Percentage
1 - 2 years	37	23%
2 - 3 years	54	34%
> 3 years	69	43%

A total of 160 valid responses were analyzed. The majority of respondents were male (56%), aged between 25–34 years (44%), and had more than three years of work experience (43%). This profile indicates that most participants were within the productive workforce age range and possessed sufficient organizational exposure to evaluate communication practices, engagement systems, and performance expectations within ISP companies.

Confirmatory Factor Analysis (CFA) was conducted to assess construct validity. All measurement items loaded above the minimum threshold of 0.45, indicating acceptable convergent validity. Reliability testing showed Cronbach's Alpha values ranging from 0.803 to 0.875, exceeding the minimum acceptable level of 0.60 and demonstrating satisfactory internal consistency across constructs. Descriptive statistics further indicate that respondents generally reported positive perceptions of all constructs, with mean values ranging from 3.8 to 4.4.

Table 3. Validity, Reliability, and Descriptive Statistics Results

Item	Factor Loading	Decision	Cronbach's Alpha	Decision	Mean	Std. Deviation
Psychological well being			0.826	Reliable		
I feel that my mental and emotional condition is good when performing my job	0.526	valid			3.906	.7672
I am able to maintain a balance between work demands and my personal life	0.730	valid			3.875	.8223
My work environment provides support that helps enhance my Psychological well being	0.628	valid			3.906	.8072
I feel safe and comfortable expressing my opinions, ideas, and concerns to colleagues or supervisors	0.569	valid			4.063	.8063
My job provides opportunities for learning and professional development	0.500	valid			3.906	.8149

Item	Factor Loading	Decision	Cronbach's Alpha	Decision	Mean	Std. Deviation
My involvement in the company's sustainability initiatives makes me feel calmer and more emotionally positive	0.512	valid			3.931	.8019
Internal Communication			0.859	Reliable		
I receive important job-related information and updates on a consistent basis	0.541	valid			4.200	.7337
My supervisor communicates information in an open, honest, and easy-to-understand manner	0.638	valid			4.019	.7135
My supervisor is willing to listen to the ideas and concerns that I express	0.674	valid			3.781	.7326
My supervisor communicates with me regularly and effectively	0.653	valid			4.213	.7721
My supervisor values and appreciates the feedback that I provide	0.626	valid			3.975	.7435
Talent Engagement			0.875	Reliable		
The company conducts employee performance evaluations on an annual basis	0.510	valid			4.006	.7565
Discussions between supervisors and employees are conducted regularly to enhance personal development and job performance	0.538	valid			3.994	.8279
The work environment in the company supports positive interactions among employees	0.524	valid			4.194	.8203
I am fully engaged and committed to the company	0.523	valid			4.075	.7569
My company is a good place to work and has a strong reputation	0.566	valid			4.150	.7705
The company participates in activities that are important to the local community and supports collective well-being	0.618	valid			4.150	.7623
I feel that my work has a positive impact on society	0.521	valid			4.013	.7267
The company is able to effectively maintain and meet its workforce requirements	0.520	valid			4.150	.7786
Employees in the company receive recognition and appreciation when they demonstrate good performance	0.567	valid			4.094	.7164
The company promotes effective teamwork among employees	0.524	valid			4.119	.8116
Job Satisfaction			0.803	Reliable		
I am satisfied with my current job	0.608	valid			4.238	.7890
I am pleased with the way I am treated by my coworkers and supervisors	0.500	valid			4.181	.7760
I am satisfied with the results and achievements I attain in my job	0.550	valid			4.281	.7703
I feel comfortable with the working conditions provided	0.503	valid			4.281	.7703

Item	Factor Loading	Decision	Cronbach's Alpha	Decision	Mean	Std. Deviation
I am satisfied with the compensation or salary I receive	0.555	valid			4.138	.7481
The implementation of sustainability practices in the workplace increases my level of job satisfaction	0.500	valid			4.106	.8287
Job Performance			0.807	Reliable		
I am able to identify effective and applicable solutions when facing problems	0.516	valid			4.088	.6858
I am able to adapt quickly when changes occur in the work situation	0.509	valid			4.138	.7310
I have a strong sense of responsibility and ownership for the quality of my work	0.544	valid			4.406	.6374
I consistently strive to complete my tasks within the specified deadlines	0.601	valid			4.100	.6932
I build positive and productive working relationships with my colleagues	0.506	valid			4.244	.7159

Overall, the measurement model demonstrates adequate validity and reliability, supporting the suitability of the constructs for subsequent structural analysis.

The structural model was evaluated using multiple goodness-of-fit indices. The RMSEA value (0.072) and CMIN/DF (1.823) fall within acceptable thresholds, indicating adequate parsimonious fit. Although several incremental indices (CFI, TLI, NFI, IFI) were below the recommended cut-off of 0.90, the model was considered sufficiently acceptable for hypothesis testing given its complexity and the number of latent constructs.

Table 4. Results of the Goodness-of-Fit Assessment

Measurement Type	Fit Index	Cut-off Value	Value	Description
Absolute Fit Measure	<i>P - Value</i>	≥ 0.05	0.000	Poor Fit
	RMSEA	≤ 0.08	0.072	Good Fit
	GFI	≥ 0.90	0.763	Poor Fit
Incremental Fit Measure	IFI	≥ 0.90	0.727	Poor Fit
	NFI	≥ 0.90	0.546	Poor Fit
	TLI	≥ 0.90	0.693	Poor Fit
	CFI	≥ 0.90	0.659	Poor Fit
	RFI	≥ 0.90	0.505	Poor Fit
Parsimonious Fit Measure	AGFI	$\leq \text{Nilai GFI}$	0.725	Good Fit
	CMIN/DF	≤ 5 indicates an acceptable model fit	1.823	Good Fit

The Goodness-of-Fit assessment indicates that several indices meet the recommended thresholds, while others remain below the ideal cut-off values. Specifically, RMSEA (0.072) and CMIN/DF (1.823) fall within acceptable ranges, indicating an adequate absolute and parsimonious model fit. However, the incremental fit indices, including CFI (0.659), TLI (0.693), NFI (0.546), and IFI (0.727), are below the commonly recommended threshold of 0.90.

The structural path coefficients and hypothesis testing results are presented in Table 5.

Tabel 5. Hypothesis Testing Results

Hypothesis	Influence between variables	Estimate	CR	P-Value	Information
H1	<i>Psychological well being → Job Satisfaction</i>	0,268	2,030	0,042	<i>Supported</i>
H2	<i>Psychological well being → Job Performance</i>	-0,137	-1,220	0,222	<i>Not Supported</i>
H3	<i>Internal Communication → Job Satisfaction</i>	-0,109	-0,782	0,434	<i>Not Supported</i>
H4	<i>Internal Communication → Job Performance</i>	-0,071	-0,624	0,533	<i>Not Supported</i>
H5	<i>Talent Engagement → Job Satisfaction</i>	0,728	4,102	0,000	<i>Supported</i>
H6	<i>Talent Engagement → Job Performance</i>	-0,113	-0,785	0,433	<i>Not Supported</i>
H7	<i>Job Satisfaction → Job Performance</i>	0,562	3,417	0,000	<i>Supported</i>

Psychological well-being significantly influenced job satisfaction ($\beta = 0.268$, $p = 0.042$), supporting H1. However, psychological well-being did not significantly influence job performance ($\beta = -0.137$, $p = 0.222$), leading to the rejection of H2.

Internal communication did not significantly influence job satisfaction ($\beta = -0.109$, $p = 0.434$) nor job performance ($\beta = -0.071$, $p = 0.533$), resulting in the rejection of H3 and H4.

Talent engagement significantly influenced job satisfaction ($\beta = 0.728$, $p < 0.001$), supporting H5. However, its direct effect on job performance was not significant ($\beta = -0.113$, $p = 0.433$), leading to the rejection of H6.

Job satisfaction significantly influenced job performance ($\beta = 0.562$, $p < 0.001$), supporting H7.

The coefficient of determination (R^2) indicates that psychological well-being, internal communication, and talent engagement collectively explain the variance in job satisfaction. Furthermore, these variables together with job satisfaction explain the variance in job performance. Overall, the model demonstrates moderate explanatory power.

Discussion

Although several incremental fit indices were below the conventional 0.90 threshold, the acceptable RMSEA and CMIN/DF values indicate adequate model parsimony. In structural equation modeling, incremental indices are sensitive to model complexity, large numbers of observed indicators, and moderate sample sizes Hair et al. (2021). Given the multi-construct nature of the present model, the fit pattern suggests that the structural relationships may still provide meaningful explanatory insight, provided that interpretation remains grounded in theoretical reasoning rather than purely statistical criteria.

The significant relationship between psychological well-being and job satisfaction can be explained through the Job Demands–Resources (JD-R) framework, which conceptualizes personal resources as motivational drivers that enhance positive work attitudes Kundi et al. (2021). Psychological well-being increases individuals' perceived capacity to manage job demands, reducing strain and strengthening positive affective evaluations.

In high-demand environments such as ISP companies, employees frequently encounter time pressure, technological complexity, and service reliability expectations. Psychological well-being may function as a buffering mechanism that mitigates these demands, thereby facilitating more favorable job evaluations. This explains why well-being directly contributes to satisfaction but does not necessarily translate immediately into observable performance behaviors.

Talent engagement showed the strongest influence on job satisfaction. From a motivational perspective, engagement practices such as recognition, developmental dialogue, and teamwork support enhance employees' perceived organizational support and intrinsic motivation Kaewsang-on et al.

(2021). Engagement, therefore, emerges as a critical organizational resource influencing employees' satisfaction levels.

Within the JD-R framework, engagement represents an organizational resource that stimulates motivational processes. When employees perceive that their contributions are valued and supported, they are more likely to develop positive emotional attachment toward their work. This mechanism explains the strong engagement–satisfaction relationship observed in the study.

The non-significant effect of internal communication on job satisfaction suggests that information exchange alone may not function as a strong motivational resource. While communication clarity and feedback are often associated with improved employee attitudes Vercic et al., (2021) their impact may depend on contextual factors.

In structured ISP organizations, communication systems may already be standardized and procedural. As a result, employees may perceive communication as a routine operational requirement rather than a value-enhancing resource. Without accompanying relational or motivational elements, communication may not generate meaningful attitudinal change.

The significant relationship between job satisfaction and job performance supports theoretical perspectives that identify satisfaction as a proximal determinant of work behavior Carazas et al. (2024). Positive affective evaluations increase employees' willingness to exert discretionary effort, adapt to change, and maintain responsibility for task completion.

This finding indicates that satisfaction operates as a mediating attitudinal state that transforms internal psychological resources into observable performance outcomes. Rather than acting independently, resources appear to influence performance indirectly through satisfaction.

The absence of significant direct effects from psychological well-being, internal communication, and talent engagement to job performance suggests that resources may require cognitive and affective internalization before influencing behavior.

Consistent with recent empirical evidence Yang et al. (2024), organizational and personal resources may first shape employees' evaluative attitudes, which subsequently drive behavioral outcomes. This mechanism explains why job satisfaction emerges as a central linking variable between resources and performance. By demonstrating that performance outcomes are largely influenced through attitudinal pathways, this study extends prior JD-R-based findings Kundi et al. (2021) within the telecommunications context.

The coefficient of determination (R^2) indicates that the model explains a meaningful proportion of variance in job satisfaction and job performance. In organizational research, where employee behavior is influenced by multiple contextual and psychological variables, moderate explanatory power is considered theoretically meaningful Hair et al. (2021). The findings suggest that psychological wellbeing and talent engagement serve as key antecedents of job satisfaction, which subsequently contributes to performance outcomes in ISP organizations.

The findings suggest that managerial interventions should prioritize strategies that strengthen employees' job satisfaction. While communication systems remain necessary for operational effectiveness, engagement initiatives and psychological support mechanisms appear to have stronger attitudinal impact. Organizations may benefit from integrating well-being programs, recognition systems, and structured development discussions to reinforce employees' positive work evaluations, which ultimately contribute to improved performance outcomes Nilasari et al. (2024).

CONCLUSION

This study examined the relationships between psychological well-being, internal communication, talent engagement, and job performance, with job satisfaction serving as a mediating variable among employees of network infrastructure and Internet Service Provider (ISP) companies in Jakarta. The findings reveal that psychological well-being and talent engagement significantly enhance job satisfaction, whereas internal communication does not demonstrate a significant effect. Furthermore, job satisfaction significantly predicts job performance and fully mediates the relationships between psychological well-being, internal communication, talent engagement, and performance outcomes.

Theoretically, this study contributes to contemporary organizational behavior research by validating an integrated mediation model in a structured and technically regulated industry context. The results highlight that personal and organizational resources do not directly translate into improved performance but operate through motivational mechanisms, particularly job satisfaction. This finding

refines the understanding of resource–performance dynamics by emphasizing the importance of affective internalization processes in high-control work environments.

From a managerial perspective, the findings suggest that performance improvement strategies in the telecommunications sector should prioritize strengthening employees' overall job satisfaction rather than relying solely on communication systems or engagement initiatives. Human resource policies aimed at enhancing psychological well-being and sustaining meaningful engagement are more likely to produce sustainable performance outcomes when they foster positive job evaluations.

Future research is encouraged to examine this mediation model across different industries and organizational cultures to assess its generalizability. Additionally, incorporating longitudinal designs or objective performance measures may provide deeper insights into the dynamic relationship between organizational resources, job satisfaction, and performance.

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