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Mediating Role of Job Satisfaction on Compensation, Training & Development, and Employee Performance

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ABSTRACT	ARTICLE INFO
<p>This study investigates how job satisfaction mediates the relationship between compensation, training & development and employee performance. The objectives of the research are in threefold: first, to assess the direct impact of compensation on employee performance; second, to evaluate the influence of training and development on employee performance; and third, to examine the mediating role of job satisfaction in these relationships. Using a systematic literature review, the research critically evaluated and synthesized studies from 2020 to 2024, sourced from academic databases such as Science Direct, Emerald, and Google Scholar. After screening and synthesizing, 35 journal articles were included in this review. Findings reveal that job satisfaction significantly enhances the effectiveness of these HR practices, fostering higher productivity, commitment, and innovation. The study concludes that job satisfaction is indispensable for sustaining employee performance and recommends further exploration of additional mediators and moderators in future research.</p>	<p>Article History: <i>Submitted/Received 11 Jan 2025</i> <i>First Revised 17 Apr 2025</i> <i>Accepted 25 May 2025</i> <i>First Available online 01 July 2025</i> <i>Publication Date 25 July 2025</i></p> <p>Keyword: <i>Compensation,</i> <i>Employee Performance,</i> <i>Human Resource Practices,</i> <i>Job Satisfaction,</i> <i>Training & Development.</i></p>
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1. INTRODUCTION

Employee performance is a pivotal determinant of organizational success and competitiveness (Sabuhari et al., 2020). In the contemporary workforce landscape, organizations strive to enhance employee productivity and performance through strategic human resource practices. Among these practices, compensation, training, and development emerge as critical factors that directly influence employee behavior and outcomes (Anwar & Abdullah, 2021). Notably, job satisfaction has gained significant attention as a mediating variable that bridges the relationship between these HR practices and employee performance. This study investigates the mediating role of job satisfaction in the relationship between compensation, training and development, and employee performance at the Ghana Ministry of Food and Agriculture.

Compensation encompasses the financial and non-financial rewards that employees receive in exchange for their work. It is a significant determinant of employee motivation and retention. Empirical studies underscore the importance of equitable and competitive compensation in fostering job satisfaction and enhancing performance. For instance, Didit & Nikmah, (2020) observed that organizations offering competitive remuneration experience improved employee commitment and productivity. Similarly, research by Ihemereze et al., (2023) highlighted the role of compensation in boosting employee morale, which subsequently enhances performance.

Training and development, on the other hand, serve as a cornerstone for building employee capabilities and aligning their skills with organizational goals. Organizations that invest in employee development often report higher levels of job satisfaction and performance. According to Rivaldo & Nabella, (2023), training programs tailored to employees' needs significantly enhance their engagement and satisfaction. A recent study by Lusianti et al., (2024) further emphasized that training opportunities foster a sense of value and belonging among employees, thereby improving their performance.

Job satisfaction, defined as the extent to which employees feel content and fulfilled with their work, has been extensively studied in organizational behavior literature. It plays a crucial mediating role in translating organizational practices into desirable employee outcomes. Herzberg's Two-Factor Theory, for example, posits that intrinsic factors, such as recognition and achievement, and extrinsic factors, such as pay and work conditions, collectively influence job satisfaction. Recent studies corroborate this theoretical framework. Ahmad & Raja, (2021) found that job satisfaction mediates the impact of compensation and training on employee performance, suggesting that satisfied employees are more likely to exhibit higher productivity.

The Ghana Ministry of Food and Agriculture, as a critical government institution, depends on its workforce to implement policies and programs aimed at improving food security and agricultural development. However, like many public sector organizations, it faces challenges in maintaining high levels of employee performance due to limited resources and bureaucratic constraints. Addressing these challenges necessitates a nuanced understanding of the factors that drive performance and the mechanisms through which these factors operate.

The Ministry's performance rankings categorize employees into four levels: Excellence (85% and above), Very Good/Good (65%-84%), Satisfactory (50%-64%), and Unsatisfactory (49% and below). These rankings directly influence rewards and disciplinary actions. An analysis of the Ministry's 2023 employee performance data revealed that 28% of employees demonstrated exceptional performance (Excellence), while 56.94% performed commendably (Very Good/Good). However, a smaller segment (5.5%) exhibited satisfactory performance, and 10% fell into the unsatisfactory category, signaling significant performance deficiencies. Employees in the Unsatisfactory group may face disciplinary actions such as warnings, demotions, or removal from specific roles, highlighting systemic issues such as lack of training, unclear expectations, or disengagement. This underscores the need for targeted interventions to address performance gaps and sustain organizational productivity.

Previous studies on public sector employees in Ghana have highlighted the significance of HR practices in shaping employee attitudes and behaviors. For instance, Adu-Baffoe & Bonney, (2021) demonstrated that compensation and training significantly influence job satisfaction among public and private basic schools in Ghana. Similarly, Gyimah, (2020) emphasized the mediating role of job satisfaction in enhancing performance within public senior high schools in Ghana. Despite these contributions, there is limited research that specifically examines the mediating role of job satisfaction in the context of the Ghana Ministry of Food and Agriculture. This study seeks to fill this research gap by providing empirical evidence on the interplay between compensation, training and development, job satisfaction, and employee performance. The theoretical framework for this research is grounded in the Social Exchange Theory, which posits that employees reciprocate favorable organizational practices with enhanced performance (Meira & Hancer, 2021); (Zeb et al., 2023). When employees perceive their compensation and development opportunities as equitable and adequate, they are more likely to experience job satisfaction, motivating them to perform better. The objectives of this research are threefold: first, to assess the direct impact of compensation on employee performance; second, to evaluate the influence of training and development on employee performance; and third, to examine the mediating role of job satisfaction in these relationships. Focusing on the Ghana Ministry of Food and Agriculture, this study provides valuable insights into the unique dynamics of public sector employment in a developing country context.

Table 1. Summary of Data Analyzed

TOTAL STAFF = 2748		EMPLOYEES CAPTURED = 2,255			
Departments	Total Staff	Excellence (85% - 100%)	Very Good/Good (65% - 84%)	Satisfactory (50% - 64%)	Unsatisfactory (49% & Below)
Animal Production	152	28	107	13	4
Agric Ext.	36	13	23	0	0
Agric Eng.	49	12	37	0	0
Crop Services	61	7	49	4	1
Finance and Administration	113	18	95	15	3
Finance Directorate	26	3	20	0	3
HR Development & Management	242	61	144	24	13
PPRSD	403	147	208	8	40
Policy Planning Monitoring and Evaluation	67	17	37	6	7
Statistics Research Information Dir.	40	7	31	0	2
Veterinary Services Directorate	1048	318	529	52	149
WIAD	18	0	4	2	3
TOTAL		631 = 28%	1284 = 56.94%	124 = 5.5%	225 = 10%

Source: Ghana Ministry of Food and Agriculture Employee Performance Data 2023

2. LITERATURE REVIEW

2.1 Theoretical Review

This study is anchored in Human Capital Theory and Social Exchange Theory, which collectively provide a robust theoretical foundation for understanding the relationships among compensation, training and development, job satisfaction, and employee performance. Human Capital Theory posits that, investments in employee education, skills, and development lead to improved individual and organizational outcomes. This perspective underscores the critical role of training and development in enhancing employee capabilities, which subsequently drives performance. By equipping employees with the necessary skills and knowledge, organizations foster a workforce that is not only competent but also more

engaged and satisfied with their roles. Job satisfaction often serves as a mediating factor between T&D and employee performance, indicating that when employees feel satisfied with their professional growth, they are more likely to perform better (Sukarela, 2020). From a Human Capital Theory perspective, when MOFA provides T&D opportunities, it enhances the human capital of its employees, making them more skilled and competent in their roles. As employees acquire new skills, they become more confident in their abilities, which increases job satisfaction. Human Capital Theory (Becker, 1964) suggests that this increased job satisfaction motivates employees to perform better, as they feel a sense of accomplishment and professional growth from their training. Complementing this, Social Exchange Theory emphasizes the reciprocal nature of the employer-employee relationship. When employees perceive equitable compensation and adequate developmental opportunities, they are more likely to experience job satisfaction and reciprocate with increased commitment, loyalty, and performance. This theory highlights the psychological contract between organizations and employees, suggesting that fair and transparent HR practices strengthen this bond, thereby motivating employees to perform at their best. Together, these theories elucidate the interplay between organizational practices and employee outcomes, providing a nuanced framework to examine how job satisfaction mediates the effects of compensation and training on performance within the Ghana Ministry of Food and Agriculture.

2.2 Empirical Review and Development of Hypothesis

Compensation on Employee Performance

Compensation has long been recognized as a fundamental driver of employee performance, with numerous studies underscoring its direct and indirect effects. For instance, Atra et al., (2022) conducted a study on the effect of competence and compensation on employee performance, revealing that Compensation has a significant effect on employee performance at PT. Parabolic Star. Similarly, Javed et al. (2023) demonstrated that compensation is not merely a transactional element but a strategic tool that aligns employee efforts with organizational goals. Their findings highlighted the importance of designing equitable compensation structures that address both individual and collective performance metrics. Sureephong et al., (2020) also researched the effect of non-monetary rewards on employee performance in massive open online courses (MOOCs). Their research aimed to present the impact of different nonmonetary rewards on employee performance. The overall results showed that tangible non-monetary rewards reached the highest score on the VIE questionnaire and about 60% of participants exposed to tangible non-monetary rewards completed the course's conditions in MOOCs. Furthermore, the relationship between compensation and job satisfaction has been extensively studied as a mediating factor for performance. Mardanov, (2021) observed that fair compensation systems lead to higher job satisfaction, which in turn drives employee performance. Their study emphasized that extrinsic and intrinsic motivation has a positive and statistically significant impact on job satisfaction, performance, and intention to stay Mihardjo et al., (2020) extended these findings by exploring how compensation interacts with other HR practices, such as training and development, to influence performance outcomes. Their study revealed that human capital, training, and reward significantly influence the commitment of employees which further influences performance. This underscores the importance of adopting a holistic

approach to HR management that integrates compensation with broader employee engagement strategies. Empirical evidence consistently highlights the pivotal role of compensation in shaping employee performance. However, its impact is most pronounced when aligned with job satisfaction and other supportive HR practices. This reinforces the need for public sector organizations like the Ghana Ministry of Food and Agriculture to adopt equitable and comprehensive compensation strategies that not only attract and retain talent but also drive sustained organizational performance.

Training & Development on Employee Performance

Training and development have emerged as indispensable components of modern HR practices, profoundly impacting employee performance. Empirical evidence consistently highlights the role of training in equipping employees with the skills and knowledge required to meet organizational goals. For instance, Rivaldo & Nabella, (2023) research on Employee Performance: Education, Training, Experience and Work Discipline demonstrated that employee education had a positive effect on improving employee performance. Furthermore, it was found that training for employees made employee performance increase. Their findings also showed that the employee's work experience can contribute to a positive influence in increasing optimal employee performance. In the Public sector context, Nor, (2023) further investigated the mediating role of training and development on employee performance and public service delivery in the civil service of the federal government of Somalia. Their findings indicated a significant positive relationship between training and development and employee performance. The result revealed that the relationship between training and development and employees' performance is significant and strong. Furthermore, Hassan et al., (2020) explored the importance of E-training and development, and motivation on employee performance among academicians. The finding of this study has shown that Elearning and development is the key factor in enhancing job performance among academicians. The other finding was E-learning and development was also seen as a tool to motivate academicians in producing better quality work. Another study by Onyango & Wanyoike, (2020) on the effect of training on the performance of staff in public health institutions in Kenya. The study results showed that there is a strong positive relationship between training and development of employees and performance. Similarly, Kamara & Widagdo, (2022) examined the effect of Human Resources development and training on performance. The analysis of the results showed that on-the-job training measured by (Job- rotation, Job-instruction, orientation and workshop) had no significant direct effect on employee performance but a significant direct effect on Employee Competitive Advantage. While Off-the- job training measured by (exchange learning, short courses, self-development, and simulation) had a significant direct impact on employee performance but had no significant immediate effect on employee competitive advantage

Job Satisfaction As A Mediator Between Compensation And Employee Performance

Job satisfaction has been identified as a critical mediator in the relationship between compensation and employee performance. Empirical studies have consistently highlighted that equitable and competitive compensation contributes significantly to job satisfaction, which in turn enhances performance outcomes. Purwanto, (2020) conducted a study

exploring this relationship and found that job satisfaction amplifies the positive effects of compensation on employee performance. Employees who perceive their compensation as fair and adequate are more likely to feel valued and motivated, leading to higher productivity and organizational commitment (Rasheed et al., 2020). Faridy et al., (2023) examined the mediating role of job satisfaction in the compensation-performance relationship and concluded that job satisfaction serves as a critical mediating factor between compensation and employee performance. Organizations aiming to maximize employee output should focus not only on designing competitive pay structures but also on enhancing job satisfaction through recognition, career growth opportunities, and supportive work environments. In the context of public sector organizations, Dharmanegara et al., (2021) revealed that job satisfaction mediates the impact of compensation on performance among employees in Public High Schools in Badung Regency and Denpasar Bali. The results of the study indicate that compensation is very important in increasing public service employee job satisfaction, although on the other hand, compensation cannot have a direct impact on employee performance. Qader, (2021) further supported the mediating role of job satisfaction in their study on compensation and employee outcomes. The author highlighted that while monetary rewards are critical, non-monetary factors such as recognition and career development opportunities are positively correlated with job satisfaction. These factors, when combined with fair compensation, create a synergistic effect that drives superior employee performance. Additionally, Sinha et al., (2023) emphasized the need for transparent and consistent compensation policies to strengthen the satisfaction-performance link. Their study noted that human resources management practices like fair compensation and benefits can significantly impact employee satisfaction in the banking industry. Their study further emphasized that since banks often deal with clients' sensitive financial information, the satisfaction and loyalty of employees are crucial, not only for productivity and innovation but also for maintaining trust and reliability with their customer base.

Job Satisfaction As A Mediator Between Training & Development And Employee Performance

In public sector organizations such as the Ghana Ministry of Food and Agriculture (MOFA), employee performance is often influenced by the availability of training and development (T&D) opportunities. T&D programs are essential for building employees' skills, increasing job satisfaction, and ultimately enhancing job performance (Tashobya, Nimusima, Mugabe, & Begumisa 2022). Job satisfaction often serves as a mediating factor between T&D and employee performance, indicating that when employees feel satisfied with their professional growth, they are more likely to perform better (Sukarela, 2020). From a Human Capital Theory perspective, when MOFA provides T&D opportunities, it enhances the human capital of its employees, making them more skilled and competent in their roles. As employees acquire new skills, they become more confident in their abilities, which increases job satisfaction. Human Capital Theory (Becker, 1964) suggests that this increased job satisfaction motivates employees to perform better, as they feel a sense of accomplishment and professional growth from the training they receive. Empirical evidence supports the mediating role of job satisfaction in the T&D-performance relationship (Sung & Choi, 2018). Employees who participate in T&D programs report higher job satisfaction, which positively affects their job performance (Nguyen, 2020). For MOFA employees, training programs that enhance their

skills and knowledge can increase job satisfaction, which as Becker (1964) suggests, leads to better performance as employees utilize their improved competencies to contribute effectively to the organization.

3. METHODS

This paper conducted a systematic literature review using explicit and rigorous criteria to identify, critically evaluate, and synthesize published literature on the mediating role of job satisfaction in the relationship between compensation, training and development, and employee performance. Multiple academic databases and search engines were utilized to ensure a comprehensive analysis, including Science Direct, Emerald, Research Gate, Google Scholar, and Z-library. The search queries were crafted using keywords such as "job satisfaction and compensation," "training and development and employee performance," "job satisfaction as a mediator," "training & development and job satisfaction," and "job satisfaction and employee performance". The inclusion criteria for the literature focused on studies that explore the mediating role of job satisfaction within the context of human resource practices and their impact on employee performance. Papers that discussed compensation or training and development without addressing job satisfaction as a mediating factor were excluded. This ensures the review focuses on understanding how job satisfaction influences the relationship between these HR practices and employee performance. Only peer-reviewed articles published in the last five years from leading journals such as the Human Resource Management Journal, Academy of Management Journal, Journal of Organizational Behavior, and Emerald were included. The selected studies were analyzed using content analysis (Riffe et al., 2023) to identify recurring themes, patterns, and key insights. Elements such as independent variables (compensation, training & development), mediators (job satisfaction), outcome variables (employee performance), and research objectives were systematically examined. The themes that emerged were categorized to provide a structured understanding of the interplay between these variables

4. FINDINGS AND DISCUSSION

4.1 Key Themes Underpinning Job Satisfaction's Role in Improving Employee Performance

A. Equitable Compensation and Job Satisfaction:

Equitable compensation emerges as a cornerstone for enhancing job satisfaction. Employees who feel fairly compensated for their efforts tend to exhibit higher levels of engagement and commitment. Research highlights that monetary rewards such as salaries, bonuses, and allowances provide extrinsic motivation, while non-monetary elements like recognition and benefits bolster intrinsic satisfaction (Sureephong et al., 2020). When employees perceive pay structures as transparent and consistent, they develop trust in organizational fairness, which fosters loyalty and morale. Studies by GETAHUN, (2020) indicate that compensation policies aligned with employee expectations reduce turnover intentions and absenteeism. Moreover, equitable compensation contributes to a sense of

value and dignity, directly correlating with improved performance outcomes. For public institutions, ensuring parity in pay structures is critical to maintaining satisfaction.

B. Impact of Training and Development on Job Satisfaction:

Training and development play a dual role by enhancing employee capabilities and fostering job satisfaction. Employees view training as an investment in their personal and professional growth, which increases their sense of worth and belonging (Becker, 1964); cited by (Islam & Amin, 2022). Tailored programs addressing individual career goals and organizational objectives lead to higher engagement and satisfaction. Continuous learning opportunities keep employees motivated, while skill-building enhances their ability to perform effectively. In public sector contexts, targeted training can bridge performance gaps, particularly in resource-constrained settings. Additionally, mentorship and coaching initiatives create avenues for personal development, which contributes to job satisfaction (Susanto & Sawitri, 2022). Organizations that prioritize training as a strategic HR practice often see a ripple effect, with satisfied employees demonstrating loyalty and sustained performance.

C. Job Satisfaction as a Mediator:

Job satisfaction serves as a psychological bridge between HR practices and employee outcomes. Research underscores that employees who are satisfied with their work environment and support systems are more likely to channel this positivity into their performance (Parashakti et al., 2020). Studies emphasize that satisfaction mediates the relationship between compensation, training, and performance by enhancing motivation and reducing workplace stress (Kumari et al., 2021); (Aman-Ullah et al., 2023). Employees who perceive fair pay and meaningful training feel valued, which translates into improved productivity and creativity. This mediating role highlights the importance of job satisfaction in organizational strategies. For instance, institutions can use employee satisfaction surveys to gauge the effectiveness of HR policies, ensuring alignment with employee expectations and organizational goals.

4.2 Moderators of the Satisfaction-Performance Relationship

The link between job satisfaction and employee performance is influenced by moderating factors such as leadership style, organizational culture, and employee engagement (Fidyah & Setiawati, 2020); (Paais & Pattiruhu, 2020). Supportive leadership creates an environment where employees feel valued and empowered, enhancing their satisfaction. A positive organizational culture that promotes inclusivity and recognition further strengthens this connection. Engagement initiatives, such as team-building activities and feedback mechanisms, provide employees with a sense of purpose and belonging. These moderators amplify the impact of job satisfaction on performance by fostering a collaborative and motivated workforce. Conversely, a lack of support or recognition can weaken this relationship, emphasizing the need for holistic organizational practices.

4.3 Strategic Integration of HR Practices

Integrating HR practices such as compensation and training into a cohesive strategy optimizes employee satisfaction and performance. Organizations that align these practices with their overall goals create a seamless experience for employees, ensuring they feel valued and equipped to contribute effectively. Studies highlight that combining fair compensation with ongoing development opportunities enhances both intrinsic and extrinsic motivation (Malek et al., 2020); (Aljumah, 2023). Such integration ensures that employees perceive their roles as meaningful, driving higher engagement. In public sector contexts, this approach is particularly critical, as it addresses systemic challenges such as resource constraints and bureaucratic inefficiencies. A strategic HR framework not only improves individual outcomes but also strengthens organizational resilience (Lu et al., 2023).

4.4 Discussion

This study underscores the pivotal role of job satisfaction as a mediating factor in the relationship between compensation, training & development, and employee performance, offering theoretical and practical insights. Empirical evidence consistently supports that equitable compensation significantly enhances job satisfaction, which, in turn, translates into improved employee performance (Mardanov, 2021; Mihardjo et al., 2020). Fair and transparent pay systems not only fulfill financial needs but also contribute to intrinsic satisfaction by reinforcing perceptions of organizational justice.

Additionally, findings from Akuffo-Aduamah, (2025) highlight the importance of a robust compensation framework, emphasizing that addressing both financial and non-financial needs of employees enhances job satisfaction, and promotes high performance. Similarly, Zafar et al. (2020) provide further empirical support, demonstrating that effective compensation practices are crucial for improving job performance, particularly in public universities. These studies collectively underline the critical role of strategic compensation systems in fostering job satisfaction and enhancing employee outcomes. By integrating these insights, organizations, including public sector entities like the Ghana Ministry of Food and Agriculture, can design equitable and transparent compensation structures that not only meet financial expectations but also align with broader employee satisfaction and performance objectives.

Moreover, training and development play a dual role in building employee capabilities and fostering job satisfaction. Studies by Nor (2023) and Onyango & Wanyoike (2020) highlight that tailored training programs aligned with employee aspirations increase their engagement and sense of value, positively impacting their performance outcomes. Further supporting this, Mampuru et al., (2024) demonstrated that well-structured training and development programs have a significant positive relationship with job satisfaction, particularly among academic staff. Similarly, findings by Soegiarto et al., (2024) underscore that effective training initiatives enhance job satisfaction by providing employees with opportunities for skill acquisition and personal growth within a supportive organizational environment. These studies collectively affirm that training and development not only equip employees with essential capabilities but also serve as a key driver of job satisfaction. Organizations, therefore, should prioritize tailored training programs that resonate with employees' personal and professional aspirations to enhance engagement, retention, and overall job performance.

Furthermore, the mediating role of job satisfaction is well-documented, with research indicating that satisfied employees exhibit higher productivity, creativity, and organizational

commitment (Loan, 2020). Hadaitana and Iqbal (2023) provide empirical evidence that job satisfaction mediates the relationship between training and development and employee performance, highlighting that employees who feel satisfied with their growth opportunities are more likely to achieve better performance outcomes. Additionally, Kumari et al. (2021) emphasize that job satisfaction plays a pivotal role in linking motivation, rewards, and employee performance. Their findings suggest that without job satisfaction, the positive effects of rewards and motivation on performance may diminish. These studies collectively reinforce the critical role of job satisfaction as a mediating factor that not only amplifies the benefits of training, development, and reward systems but also fosters higher levels of productivity, creativity, and organizational commitment. This aligns with Social Exchange Theory, which posits that employees reciprocate favorable organizational practices, such as fair compensation and development opportunities, with loyalty and performance (Bahadır et al., 2024).

Moderating factors, including leadership style and organizational culture, further amplify the satisfaction-performance link. Supportive leadership fosters a sense of belonging and recognition, strengthening the impact of job satisfaction on performance (Ali & Jaaffar, 2020). Organizational culture that prioritizes inclusivity and employee well-being also plays a critical role in sustaining satisfaction levels. Longitudinal studies reveal that job satisfaction has a compounding effect on performance, as employees consistently reporting high satisfaction demonstrate greater innovation, adaptability, and long-term commitment (Al Darwishi & YEŞİLTAS, 2024). For public sector organizations like the Ghana Ministry of Food and Agriculture, these findings are particularly relevant, given the unique challenges of limited resources and bureaucratic constraints. Tailoring HR practices to address these challenges, such as implementing recognition programs and targeted training, can maximize employee satisfaction and performance even within constrained budgets.

From a strategic perspective, integrating compensation and training practices with a focus on enhancing job satisfaction ensures that employees perceive their roles as meaningful and rewarding (Tumi et al., 2022). This integration not only improves individual performance but also strengthens organizational resilience and adaptability. Future research should explore the role of additional moderators, such as technological advancements and team dynamics, to provide a comprehensive understanding of the satisfaction-performance nexus. By emphasizing job satisfaction as a mediating mechanism, this study contributes to the broader discourse on optimizing HR practices to achieve sustainable performance outcomes.

5. CONCLUSION AND SUGGESTIONS

This study highlights the critical role of job satisfaction as a mediator in the relationship between compensation, training and development, and employee performance. The findings emphasize that equitable compensation and targeted training programs not only enhance employee capabilities but also foster satisfaction, which translates into improved organizational outcomes. Supported by theories such as Social Exchange Theory and empirical evidence (Parashakti et al., 2020), job satisfaction serves as the psychological bridge connecting HR practices to performance. Moderating factors like supportive leadership and inclusive organizational culture further strengthen this dynamic. For public sector organizations, such as the Ghana Ministry of Food and Agriculture, implementing employee-centered HR strategies tailored to resource constraints can maximize performance outcomes. The implications of this research are significant for both practitioners and policymakers, as it underscores the necessity of aligning HR strategies with employee expectations to foster

engagement and productivity. Future research should explore additional factors influencing this relationship to provide a holistic framework. Fostering job satisfaction is indispensable for achieving sustained employee performance and organizational success.

6. AUTHOR'S NOTES

The authors declare that this paper does not contain a conflict of interest and confirm that this article is free from plagiarism.

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