

The Effect of Communication and Work-Family Conflict on Employee Performance with Job Satisfaction as a Mediating Variable in the Company Sandika Nata Palma

Indah Kurniawati¹, Dr. Jati Waskito, S.E., M.Si²

¹ Management, Muhammadiyah University Of Surakarta, Indonesia

² Lecturer., Muhammadiyah University Of Surakarta, Indonesia)

Abstract: *The success of the company is determined by several factors one of the factors is the performance of employees. Research purpose to analyze the effect of communication on job satisfaction, analyze Work-family conflict on job satisfaction, analyze job satisfaction with employee performance, analyze the influence of communication on employee performance, analyze the effect of Work-family conflict on employee performance, analyze the effect of Communication on employee performance with job satisfaction as mediation, and analyze the effect of Work-Family Conflict on employee performance with job satisfaction as mediation. The research technique used is quantitative, data collection uses a questionnaire method and the a sample 100 people. The result is a significant influence between communication on job satisfaction with P-Value $0,000 < 0.05$ positive and significant influence between work-family conflicts on job satisfaction with P-Value $0,000 < 0.05$ significant influence between job satisfaction on employee performance $0,015 < 0.05$ and there is no significant influence between communication on employee performance with P-Value $0,139 > 0.05$. The significant influence between work-family conflicts on employee performance with P-Value $0,001 < 0.05$, Job satisfaction is able to mediate communication on employee performance with P-Value $0,034 < 0.05$, and Job satisfaction is able to mediate work-family conflicts to employee performance with P-Value $0,021 < 0.05$ in PT. Sandika Nata Palma.*

Keywords - *Communication, Work-Family Conflict, Employee Performance, Job Satisfaction.*

I. INTRODUCTION

In facing the current globalization, human resources (HR) play a critical role in the Company's activities. From them, an idea or innovation will emerge that will significantly determine the Company's steps in achieving goals (Hutajulu and Supriyanto, 2013). Every employee of the Company is required to be able to work effectively and efficiently. The quality and quantity of their work are good, so the Company's competitiveness is greater (Weny et al., 2019). In an organization, good communication is built between superiors, subordinates, and colleagues because the organization is based on an interaction between one person and another, so it can harmonize workers that impact the organization's success. The life and death factor of the organization in achieving its goals depends on human involvement and activity (Anggraini, 2019). If we can carry out the cooperation in the group properly, then we will soon realize the Company's goals, but if there are distortions or deviations in the partnership, the goals to be achieved will feel more difficult. So it is essential to improve the quality of communication and can emphasize errors in the work as small as possible and will soon be achieved the Company's goals.

Communication has an essential role in forming an effective and efficient organization. Through good communication, an organization can run smoothly, and vice versa, the lack or absence of communication can have harmful repercussions for a company or organization. Good management in an organization or company is needed for the goal to achieve. Among them is by conveying good information to get a good response or response as well. A company is unlikely to operate its activities without a leader, and all activities must be supported by good communication because it plays an essential role in achieving the company's goals, namely the achievement of good company performance. If the results of the work obtained reach or exceed the standard of work, it could say that an employee's performance is included in the excellent category. On the contrary, an employee whose work results do not reach the standard of work consists of poor performance or low performance (Tasik et al., 2019) (Sutarno et al., 2019)

Human resources with a competitive advantage are characteristics of human resources that perform well. Employees with good performance in carrying out their duties and obligations will have a high sense of responsibility and dedication. To achieve good communication ethics in an organization or company is needed. Good communication can reduce the risk of misunderstanding or confusion in providing and conveying information. Some communication problems usually occur because communication within the company has not run optimally. After all, there are still obstacles to obtaining information from leaders to employees. The barrier is several channels that must be passed, such as information from leadership to the head of the section and then the employee.

Mangkunegara (2012) states, "performance or achievement is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him." One of the ways to cope with all this is with the "communication" channel. In conclusion, good communication can increase job satisfaction and optimize employee performance to achieve company goals

Communication includes comprehensive knowledge from the internal and external sides of management. Internal communication includes communication of the company's vision, strategy, plan, corporate culture, values and basic principles contained in the company, employee motivation, ideas, dan lain-lain. External communications include branding, marketing, advertising, customer relations, public relations, media relations, management negotiations, and others.

Good communication can reduce the occurrence of conflicts in the work environment and family environment. Therefore, the role of communication is very important to help reduce the occurrence of misunderstandings between fellow employees, managers with employees, and with families. Employees who work certainly have families, including parents, spouses, or children, who must consider, but on the one hand, an employee must devote his attention, thoughts, and energy to the company where he works. Here opens the opportunity for conflicts due to differences in interests, which can be of two types: work interferes with the quality of family relationships, or family demands interfere with the quality of employee performance (Sianturi & Zulkarnain, 2013). Family work conflicts create various problems that affect family life and work or career. Communication within an organization will also affect organizational activities, such as work efficiency, effectiveness, employee performance, and organization (Wandi et al., 2019). Another factor influencing employee performance is work-family conflict.

Work-Family Conflict is a consequence of the conflicting role demands of roles in the family and roles in work (Jackson & Arianto, 2017). Greenhaus and Beutell (1985) define work-family Conflict as a conflict between roles in which the pressures of work and family roles do not align with each other in some way, where participation in one of these roles becomes more difficult due to the demands to participate in another role. For example, more and more men are experiencing demands in their job roles contrary to the responsibilities they are supposed to perform at home (Hakim et al., 2015).

Work-Family Conflict occurs when a person's home life clashes with their responsibilities at work, such as entering work on time, completing daily tasks, or working overtime (Agustina & Sudibya, 2018). The higher the Work-Family Conflict felt by employees, the lower the employee performance (Yunita & Astawa, 2019). The change between work and family roles makes it difficult for a person to balance work and family roles and fulfill the necessary responsibilities within each role. High job demands and the imbalance of a worker or employee in managing duties or responsibilities in the family will impact the emergence of Work-Family Conflict (WFC) (Hidayati et al., 2019). This study aims to determine the simultaneous and partial impact of the Effect of Communication and Work-Family Conflict on Employee Performance at Sandika Nata Palma Company.

According to Amelia (2010), Work-family conflict has three forms, namely (1) Time-based conflict is the amount of time needed to meet the needs of one of the roles (work/family) so that it causes a person to have difficulty in meeting the needs of other roles (work/family); (2) Strain-based conflict is the amount of pressure that arises in performing one of the roles (work/family) to make a person experience difficulties in fulfilling other roles (work/family); (3) Behavior-based conflict, namely the existence of specific behaviors needed by one of the roles (work/family) to make a person have difficulty in meeting the needs of other roles (work/family) (Pradila, 2018).

Several factors determine the company's success; one of the factors is the performance of employees. Because more and more employees have high performance, a company's overall productivity will increase so that goal will achieve and realized (Ariarni & Afrianty, 2017; Kridharta & Rusdianti, 2017; Sarastini & Suardikha, 2017). Employee performance is influenced by several factors, both within themselves and outside the employee. Internal factors such as expertise, motivation, and communication, while external factors include leadership and work-family conflict (Darmayoga et al., 2021)

Sedarmayanti (2011) revealed that performance is a translation of performance which means the work of a worker, a management process, or an organization as a whole, where the results of the work must be able to be shown as concrete evidence and can be measured (compared to specified standards). Williams and Anderson

in Amelia (2010) state that performance is an in-role performance which is a measure of performance that is directly related to a person's work. According to Bangun (2012), one of the organizational resources that has an important role in achieving its goals is human resources. Therefore, it is necessary to pay special attention to maximizing employee performance.

Wirawan (as quoted in Hakim, 2016) stated that employee performance would influence by intrinsic factors, namely personal/individual, and extrinsic factors, namely leadership, systems, teams, situational, and conflicts. Conflicts are background by the presence of incompatibilities or differences in terms of values, goals, statuses, and others. The presence of conflicts in a company is more of a disturbance to the balance of the situation that occurs among employees in the company, which will interfere with the process of implementing company activities towards the final goal (Hakim et al. 2015). Research from Wirakristama (2011), conducted on married employees, states that Work-Family Conflict affects employee performance (Trisnawati et al., 2021).

One of the critical factors that always receives attention among academics and practitioners of for-profit and non-profit organizations is job satisfaction. Job satisfaction is an individual's general attitude about a person's feelings for their work (Robbins, Kao, and Huang, 2006). In line with Robbins' view, Luthans (2001) posits that job satisfaction is an expression of employee satisfaction about how their work can benefit the organization; this means that what is gained in work already fulfills what is considered necessary in the organization. Job satisfaction results from the employee's experience basis on his assessment, such as what is desired and expected from his work. The view can simplify that job satisfaction is an individual's attitude and feedback on his work (Waskito, 2012).

II. LITERATURE REVIEW

The notion of communication in the entire field of organization and management is one of the most often discussed, although, in reality, it is rarely fully understood. Indeed, the role of effective communication is a condition for the achievement of the organization's goals, in addition to being one of the biggest problems modern management faces. Hamali (2016) said that work communication is a process of conveying ideas and information in the form of work orders and instructions from a leader to employees or subordinates to carry out work tasks as well as possible.

Mangkunegara (2018) said communication is the process of transferring information, ideas, and understanding from someone to others in the hope that the other person can interpret it according to the intended purpose. Wibowo (2015) said that communication is the process of conveying information from one party, either an individual, group or organization, to another party as a receiver to understand and open opportunities to respond to the sender. According to the above opinion, it is concluded that communication is the process of conveying information from ideas from one party to another, both from individuals and groups, to interpret what it means and carry out tasks as well as possible.

Job satisfaction is an essential factor that affects employee initiative and enthusiasm. Lack of job satisfaction can lead to increased absences and unnecessary turnover at work. Job satisfaction is a significant factor in the personal satisfaction of self-esteem and Locke's self-development (Jenaibi, 2010).

Job satisfaction generally means the workforce is motivated and committed to high-quality performance. Improving the quality of working life will help employees to increase productivity (quantity and quality of output per hour worked). Unhappy employees are not motivated to work hard and give 100% of their efforts over a long time. Job satisfaction is also associated with a healthier workforce and is a good indicator of longevity for a company (Argyle, 1989). It is essential for the worker to feel satisfied doing his job and feel great value for his efforts. Job satisfaction brings pleasant emotions (Brown, 1996), which leads to an optimistic work attitude. A satisfied worker is more likely to be creative and show more endurance (Engleza, 2007). Companies and organizations prioritizing labor satisfaction the most regarding work efficiency and the number of hours worked also have a higher performance quality among their employees. Research shows that more satisfied workers add more value to the organization. Unhappy employees motivated by the fear of losing their jobs do not give 100% of their efforts for a long time (Akerlof, Rose & Yellen, 1988).

Most work-family conflict (WFC) studies focus on employees' difficulties balancing their family and work commitment. (Greenhaus and Beutell (1985) define work-family conflict as a conflict in which role pressures from the family and work domains conflict with each other (Waskito, 2012). Frone, Russell & Cooper (Waskito 2012) explicitly interprets work-family conflict into two definitions; first, work disturbs the family, that a large amount of attention and the time owned used to take care of the work so that there is less time to take care of the family. Second, family disturbs the work, and most of the attention and time owned used to take care of his family, thus disrupting the work.

Performance is an actual behavior that everyone presents as work achievements produced by employees according to their role in the agency. Performance is essential in the agency's efforts to achieve its goals. Cashmere (2016) explains that performance results from a person's work and behavior in a period,

usually one year. Performance is how a person is expected to function and behave according to the tasks imposed on him (Miner in Sutrisno, 2016). According to Mangkunegara (2018), performance results from the quality and quantity an employee achieves in carrying out his duties following his responsibilities. Siagian (2014) defines performance as work achieved during a specific year. Employee performance is a measure that organizations can provide in a certain period and can be used to follow work performance. Several factors affect performance according to (Sutrisno, 2016) namely effectiveness and efficiency, authority and responsibility, work discipline, and initiative. Other factors that influence work achievement, according to (Mangkunegara, 2018), are ability factors and motivational factors (Fachrezi, 2020).

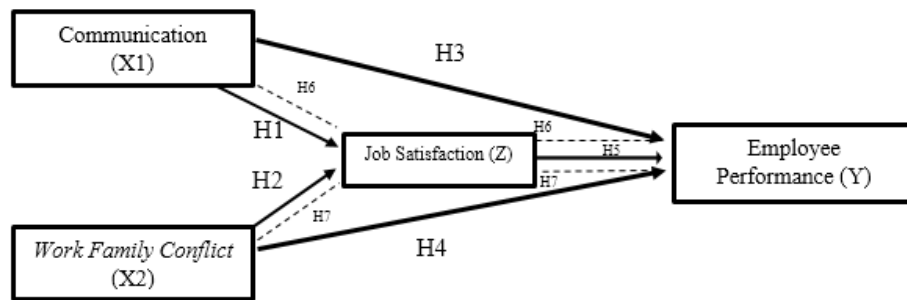


Fig 1 Framework

This research was conducted based on previous studies on the influence of communication and Work-Family Conflict on employee performance. The following is a study on the effect of communication and Work-Family Conflict on employee performance that was carried out by several previous researchers, including the following:

- H1: Communication has a positive influence on employee job satisfaction
- H2: Work-family conflict has a significant and negative influence on job satisfaction
- H3: Job Satisfaction has a positive influence Employee Performance
- H4: Communication has a positive influence on Employee Performance
- H5: Work-Family Conflict has a positive influence on Employee Performance
- H6: Communication has a positive influence on Employee Performance with communication as mediation
- H7: Work-Family Conflict has a positive influence on Employee Performance with job satisfaction as mediation

III. RESEARCH METHOD

This type of research is quantitative research. Quantitative is a method for testing a theory that uses the relationships of each variable. This study used descriptive analysis, namely the results of respondents' responses to variables used through the submitted questionnaire items. These variables are described in several indicators measured by a Likert scale with a score of 1 to 5

The sampling method in this study using purposive sampling is sampling based on certain considerations. The consideration in this study is Sandika Nata Palma (Minamas Group) employees who are married.

In this study, the number of populations taken was not known for certain, so in this study, the formula Rao Purba (Kanisa, 2017) was used as follows:

$$n = \frac{Z^2}{4(Moe)^2}$$

$$n = \frac{1,96^2}{4(0,1)^2}$$

$$n = 94,04$$

Where:

n= number of samples

Z= the level of confidence required in the determination sample (95%=1.96)

Moe= margin of error i.e., the maximum error rate that can be tolerated, determined by 10%.

Based on the calculation results above, the number of samples in this study was 94.04, which was rounded to 100 respondents.

The data collection method used in this study was to use a questionnaire. The data that has been obtained from respondents who are the subject of research then the data is processed using SPSS 25.0 for Windows. Regression analysis in this study aims to determine how much influence the independent variable (independent) consisting of communication, Work-family conflict, and job satisfaction on the dependent variable consisting of the performance of PT. Sandika Nata Palma employees. In this study, regression analysis is performed using the software SmartPLS Verses 3.0 statistical processing tools obtained by the calculation results.

IV. RESULT AND ANALYSIS

This study uses a sample of employees at PT. Sandika Nata Palma, who is married, out of these 100 samples, has the following characteristics:

Description of sex characteristics

The following are the characteristic results of the sex description shown in the table:

Table 1 Description of gender characteristics

No.	Gender	Sum	Presented
1.	Man	45	45%
2.	Woman	55	55%
Total		100	100%

Source: Primary Data 2022

Table 4.1 above shows that the sample collected as many as 100 respondents were divided into two sex groups. Respondents of the male sex totaled 45 people (45%), and women totaled 55 people (55%). In this study, it can be concluded that the majority of employees from PT. Sandika Nata Palma is female.

Description of Age Characteristics

The following are the characteristic results of the age description shown in the table:

Table 2 Description of age characteristics

No.	Age	Sum	Presented	
1.	Laki-lai	20-30	17	37,8%
		31-40	28	62,2%
2.	Woman	20-30	30	54,5%
		31-40	25	45,5%
Total		100	100%	

Source: Primary Data 2022

Table 4.2 above shows that the sample collected as many as 100 respondents were divided into two age groups. Male respondents aged 20-30 years totaled 17 people (37.8%), and men aged 31-40 totaled 28 people (62.2%). Female respondents aged 20-30 years totaled 30 people (54.5%), and women aged 31-40 totaled 25 people (45.5%).

Description of Characteristics of Long Work

The following are the characteristic results of the description of the length of work shown in the table:

Table 3 Description of Long-Working Characteristics

No.	Age	Sum	Presented	
1.	Laki-lai	20-30	17	37,8%
		31-40	28	62,2%
2.	Woman	20-30	30	54,5%
		31-40	25	45,5%
Total		100	100%	

Source: Primary Data 2022

Table 4.3 above shows that the sample of as many as 100 respondents was divided into three groups of long-time work. Male respondents >10 years of age amounted to 9 people (20%), men of 1-5 years amounted to 29 people (64.4%), and men of 6-10 years amounted to 7 people (15.6%). Female respondents >10 years old totaled 9 people (16.4%), women 1-5 years old totaled 32 people (58.2%), and women 6-10 years old totaled 14 people (25.5%).

PLS Outer Model Test Results

Deep research, result Testing Assisted with help software SmartPLS Verses 3.0, model complete get Presented on Image as next:

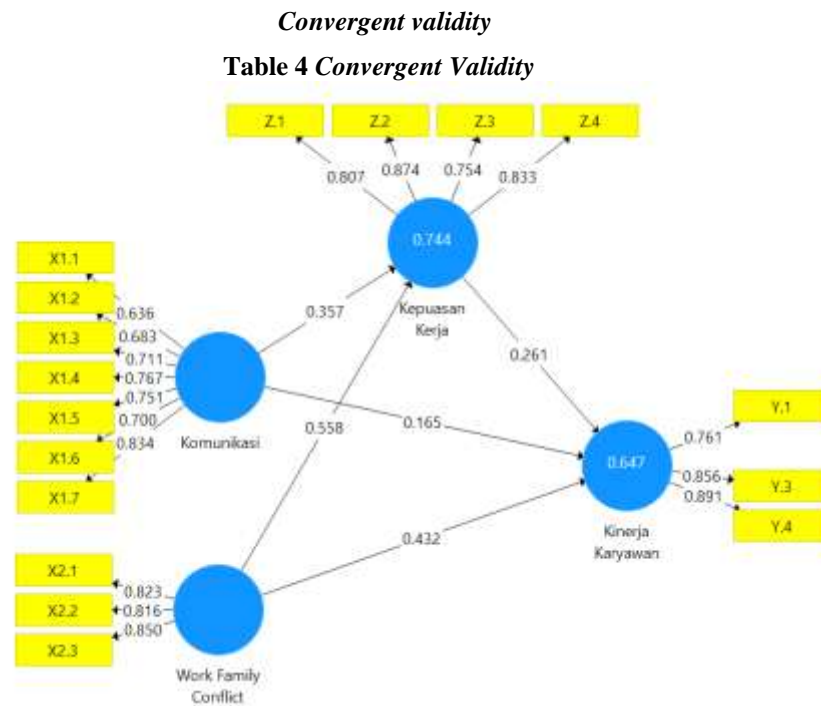


Figure 1 Outer Model

Variable	Indicator	Outer Loading	Ket
Communication (X1)	X1.1	0,636	Valid
	X1.2	0,683	Valid
	X1.3	0,711	Valid
	X1.4	0,767	Valid
	X1.5	0,751	Valid
	X1.6	0,700	Valid
	X1.7	0,834	Valid
WFC (X2)	X2.1	0,823	Valid
	X2.2	0,816	Valid
	X2.3	0,850	Valid
Job Satisfaction (Z)	Z.1	0,807	Valid
	Z.2	0,874	Valid
	Z.3	0,754	Valid
	Z.4	0,833	Valid
Performance (Y)	Y.1	0,761	Valid
	Y.3	0,856	Valid
	Y.4	0,891	Valid

Source: Primary Data 2022

The value of the *Outer loading* or *loading factor* is used to test *convergent validity*. This test's reflective size or criteria with *outer loading* values of 0.5 to 0.60 are considered sufficient (Chin, 1998 in Ghozali 2006).

Discriminant validity

Table 5 Cross Loading

	Job Satisfaction	Employee Performance	Communication	Work-Family Conflict
X1.1	0,426	0,381	0,636	0,390
X1.2	0,455	0,461	0,683	0,382
X1.3	0,530	0,457	0,711	0,479
X1.4	0,640	0,524	0,767	0,661
X1.5	0,610	0,514	0,751	0,651
X1.6	0,507	0,498	0,700	0,522
X1.7	0,753	0,682	0,834	0,732
X2.1	0,712	0,598	0,685	0,823
X2.2	0,646	0,649	0,593	0,816
X2.3	0,712	0,683	0,637	0,850
Y.1	0,526	0,761	0,500	0,486
Y.3	0,636	0,856	0,576	0,714
Y.4	0,706	0,891	0,674	0,718
Z.1	0,807	0,695	0,710	0,711
Z.2	0,874	0,684	0,716	0,698
Z.3	0,754	0,507	0,511	0,629
Z.4	0,833	0,539	0,606	0,679

Source: Primary Data 2022

The analysis results produced by cross loading above show that the value is above 0.7 for each variable or its measurement in each variable is greater than other variables so that the indicator of each variable is declared valid.

Composite Reliability and Cronbach's Alpha

Table 6 Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Ket
Job Satisfaction	0,835	0,890	0,669	<i>Reliable</i>
Employee Performance	0,788	0,875	0,702	<i>Reliable</i>
Communication	0,852	0,887	0,531	<i>Reliable</i>
Work-Family Conflict	0,774	0,869	0,689	<i>Reliable</i>

Source: Primary Data 2022

Based on table 4.6. above shows that the *Cronbach's alpha* of each variable shows a constructed value of > 0.70; thus, this result shows that each of the research variables has met the requirements of the *Cronbach's alpha* value, so it can be concluded that the entire variable has a high level of reliability.

Meanwhile, it can be seen in table 4.6 above the *composite reliability* value of each variable shows a constructed value of > 0.60. This result shows that each variable has met the *composite reliability*, so it can be concluded that all variables have a high level of reliability.

Furthermore, in the table above, the Average Variance Extracted (AVE) each variable is product quality and brand image, word of mouth, and purchasing decisions have a construct > 0.50 means all constructs are reliable. Thus it can be stated that each variable has high discriminant validity.

Multicollinearity Test

Table 7 VIF

Collinearity (VIF)	Job Satisfaction	Employee Performance	Ket.
Job Satisfaction		3,913	Free Multicollinearity
Communication	2,449	2,947	Free Multicollinearity
Work-Family Conflict	2,449	3,665	Free Multicollinearity

Source: Primary Data 2022

The purpose of this multicollinearity test is to determine a strong correlation between variables by looking at the correlation value between independent variables. The criteria that apply in the multicollinearity test is when the VIF (Variance Inflation Factor) value is <10, which means the regression model is free from multicollinearity (Kusuma, Junata, Liliani, 2018).

Structural Model or Inner Model

This model measures how the predicted relationship between independent variables to dependents is expressed in the econometric model. The Inner model consists of a test of goodness of fit (coefficient of determination (R²); Effect Size (F²); and Q Value² are then partially tested to explain the causal relationship between independent variables and their dependents. In this analysis, the relationship of causality uses direct effect and indirect effect.

Path Coefficient

Path coefficient evaluation is used to show how strong the effect or influence of independent variables is on dependent variables. Meanwhile, coefficient determination (r-square) is used to measure how much the dependent variable is met by other variables.

Table 8 R square

	R Square
Job Satisfaction	0,744
Employee Performance	0,647

Source: Primary Data 2022

Based on table 4.8 above, shows that the value of R Square for the job satisfaction variable (M) is 0.417. The acquisition explained that the percentage of the magnitude of job satisfaction (M) was 41.7%. This means that the communicative and WFC variables affect job satisfaction (M) by 41.7% and the remaining 58.3% are influenced by other variables. Meanwhile, the R Square value for the performance variable (Y) is 0.291. The gain explained that the percentage of the magnitude of performance was 29.1%. This means that the variables of communication, WFC, and job satisfaction to performance were 29.1% and the remaining 70.9% were influenced by other variables.

Goodness of Fit

The good of fit assessment can be seen from the NFI value ≥ 0.662 declared fit. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Model Fit value is obtained as follows:

Table 9 Goodness of Fit

	Saturated Model	Estimated Model	Model
SRMR	0,084	0,084	Fit
d_ ULS	1,069	1,069	Fit
d_ G	0,505	0,505	Fit
Chi-Square	278,842	278,842	Fit
NFI	0,742	0,742	Fit

Source: Primary Data 2022

The results of the PLS model goodness of fit test are in table 4.6. below show that the NFI value of 0.667 means FIT. Thus from these results, it can be concluded that the model in this study already has a high goodness of fit and is worthy of use to test the research hypothesis.

1. Hypothesis Test

Hypothesis testing in this study was carried out by looking at *t statistics* and *P-Value*. The t-test aims to find out how much influence independent variables have on dependent variables partially.

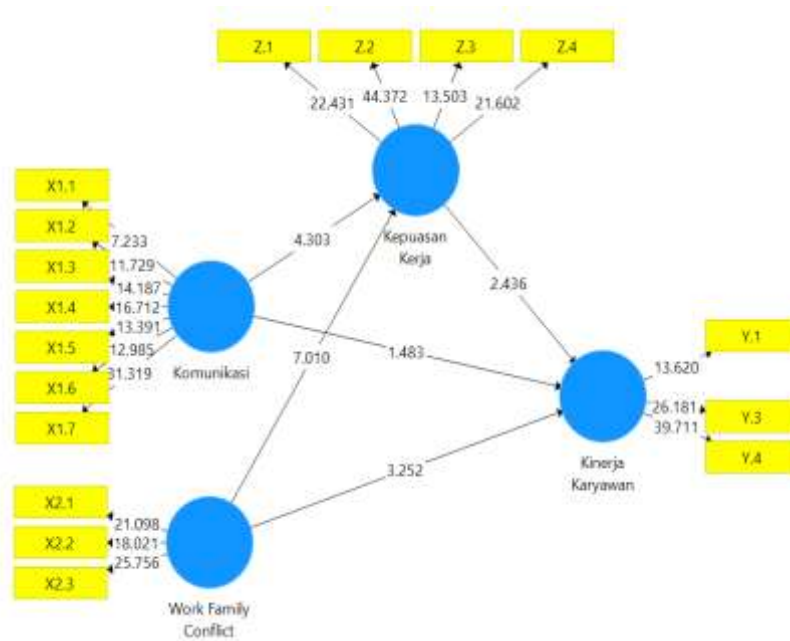


Figure 3 Inner Model

T-test (Partial Signification Test)

The t-test aims to determine the effect of the independent variable on the dependent variable partially. This hypothesis is acceptable if the *P Values* <0.05. Hypotheses accepted independent variables have a significant effect on dependent variables (Efendi & Rahmat, 2019).

Table 10 Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Ket
Job Satisfaction - employee performance > Communication -> Job Satisfaction	0,261	0,251	0,107	2,436	0,015	Significant
Communication -> Employee Performance	0,357	0,363	0,083	4,303	0,000	Significant
Work-Family Conflict -> Job Satisfaction	0,165	0,184	0,111	1,483	0,139	In significant
Work-Family Conflict -> Employee Performance	0,558	0,551	0,080	7,010	0,000	Significant
Work-Family Conflict -> Employee Performance	0,432	0,427	0,133	3,252	0,001	Significant

Source: Primary Data 2022

Based on the table above, it shows that of the five hypotheses that have a direct effect, 1 (one) hypothesis is rejected, namely employee communication and performance, because *the T-Statistics* value < 1.96 and *the P-Values* > 0.05 . In comparison, the other 4 (four) hypotheses are accepted because *the T-Statistics* value > 1.96 *P-Values* < 0.05 .

a) Analysis of the Influence of Mediation

Testing of mediation effects in analysis using PLS using a procedure developed by Baron and Kenny (1998, in Ghozali and Latan, 2015) with the following stages: The first model, testing the influence of exogenous variables on endogenous variables and must be significant on t-statistics > 1.96 . 1. The second model, testing the influence of exogenous variables on mediation variables, should be significant on t-statistics > 1.96 . 2. The third model simultaneously tests the influence of exogenous variables and mediation on endogenous variables. In the final stage of testing, if the influence of exogenous variables on endogenous variables is insignificant while the influence of mediation variables on endogenous variables is significant in t-statistics > 1.96 , then the mediation variables are shown to mediate the influence of exogenous variables on endogenous variables.

Table 11 Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Communication -> Job Satisfaction -employee performance > Work-Family Conflict -> Job Satisfaction -employee performance >	0,093	0,091	0,044	2,130	0,034	Significant
	0,146	0,138	0,063	2,317	0,021	Significant

Source: Primary Data 2022

Based on the table above shows that from indirectly influential relationships all hypotheses are accepted because *the T-Statistics* value > 1.96 *P-Values* < 0.05 .

V. Research Discussion

This section will describe the results of the research analysis. This research aims to find out the most influential factors in Employee Performance at PT. Sandika Nata Palma. Based on the previous chapter, there are three variables, namely communication (X1), WFC (X2), and job satisfaction (Z), to determine the effect on employee performance (Y). In addition, the mediation effect of Job Satisfaction (Z) has been examined. A total of seven hypotheses were developed and tested using the Structural Equation Modeling (SEM) method and assisted with SmartPLS 3.0 software, and demographic characteristics were analyzed with the help of SPSS software. The results of this study showed the following:

First, the demographic characteristics of respondents were summarized using descriptive statistics. The majority of respondents in this study were women with an age range of 20-30 years and a long work period of 1-5 years.

Second, the results of the first hypothesis in this study proved that communication has a positive and significant effect on employee job satisfaction. The greater the communication will increase job satisfaction. Based on the results obtained, communication proves the existence of a significant positive influence on job satisfaction, so this hypothesis is accepted. According to Hamali (2016), work communication is a process of conveying ideas and information in the form of work orders and instructions from a leader to employees or their subordinates to carry out work tasks as well as possible. The results of this study are supported by previous research conducted by Novita *et al.* (2002) that effective communication between superiors and subordinates greatly affects employee job satisfaction so that performance will be more optimal.

Third, the results of the second hypothesis in this study prove that *Work-family conflict* has a positive and significant effect on Job Satisfaction. The larger the WFC will increase job satisfaction. Based on the results obtained by the WFC proves that there is a significant positive influence on job satisfaction, so this hypothesis is accepted. *Work-family conflict* affects the relationship between family and job satisfaction. A greater level of *work-family conflict* is associated with lower job satisfaction. The results of this study are in line with the research conducted by (I Ketut Bakti Darmayoga1, I Made Adi Suwandana, I Made Adi (2020), with the title Leadership, Communication, and *Work-Family Conflict* on Employee Performance at Bank BPR Pasar Bangli shows a simultaneous and partial influence between *Work-Family Conflict* on employee performance.

Fourth, the results of the third hypothesis in this study prove that satisfaction has a positive and significant effect on performance. Greater job satisfaction will increase employee performance. Based on the results obtained, job satisfaction proves the existence of a significant positive influence on performance, so this hypothesis is accepted. The leader is responsible for the satisfaction of workers with their employees. Job satisfaction, in general, means that the workforce is motivated and committed to high-quality performance (Jenaibi, 2010). Improving the quality of working life will help employees to increase productivity (quantity and quality of output per hour worked). Employees will be more optimal as well as employee performance. The results of this study are in line with the results of research conducted by Farah Nur Syafi'ah Wijayanti (2018), stating that the job satisfaction variable has a positive and significant relationship with the performance variable.

Fifth, the results of the fourth hypothesis in this study proved that communication does not affect employee performance. Based on the results, communication proved the absence of a positive and significant influence on employee performance, so this hypothesis was rejected. The leader is responsible for evaluating performance and, as accurately as possible, communicating the assessment to his subordinates. The leader must know the employee's shortcomings and problems and how to convey them. In addition, the leader needs to communicate intensely with his subordinates. *Performance* is an actual behavior that everyone presents as work achievements produced by employees according to their role in the agency. Performance is essential in the efforts of agencies to achieve their goals (Fachrezi, 2020). The results of this study are contrary to research (Fachrezi, 2020). The results of the research of Hakim Fachrezi and Hazmanan Khair (2020) show that communication has an effect and is not significant on performance. Another study by Julita and Nelarianty (2018), based on the analysis results, found that the communication variables partially and simultaneously had a significant effect on employee performance at PT. Jasa Marga (Persero) Tbk Belmera Medan Branch.

Sixth, the results of the fifth hypothesis in this study prove that *Work-family conflict* affects employee performance. Based on the results obtained by the WFC proves that there is a positive and significant influence on job satisfaction, so this hypothesis is accepted. According to (Greenhaus & Beutell (1985), a *work-family conflict* is a form of *inter-role conflict*, namely the pressure or imbalance of roles between roles at work and roles in the family. High working hours and heavy workloads are direct signs of *work-family conflict* due to excessive work time and effort. The study results (I Ketut Bakti Darmayoga1, I Made Adi Suwandana, I Made Adi (2020) showed a simultaneous and partial influence of *Work-Family Conflicts* on employee performance. Another research conducted by Umdatul Fadhillah (2020) under the title *The Effect of Work-Family Conflict and Work Stress on the Performance of PT. BPR Syari'ah Lantabur Tebuireng Jombang* uses a causal approach and quantitative research methods. The results showed that *Work-Family Conflict* does not have a partial effect on the performance of PT employees. BPR Shari'ah Lantabur Tebuireng Jombang.

Seventh, the results of the sixth hypothesis in this study prove that Communication has a positive and significant effect on Performance mediated by Job Satisfaction. Better Communication will improve employee performance through job satisfaction. Based on the results obtained, Communication proves the existence of a positive and significant influence on employee performance mediated by job satisfaction, so this hypothesis is accepted. The leader is responsible for evaluating Performance and, as accurately as possible, communicating the assessment to his subordinates. The leader must know the employee's shortcomings and problems and how to convey them. In addition, the leader needs to communicate intensely with his subordinates. *Performance* is an actual behavior that everyone presents as work achievements produced by employees according to their role in the agency. Performance is essential in the efforts of agencies to achieve their goals (Fachrezi, 2020). This study's results align with research conducted by Zain and Sertiawati (2018) found an effect of job satisfaction mediation in *work-family conflict* relationships on employee performance. Research result also supported by research conducted by (Ardiansyah, 2016) states that Communication has a significant and positive effect on employee performance with job satisfaction as mediation.

Eighth, the results of the seventh hypothesis in this study prove that *Work-family conflict* has a positive and significant effect on employee performance mediated by job satisfaction. Based on the results obtained by the WFC proven that there is a positive and significant influence on employee performance mediated by job satisfaction, this hypothesis is accepted. According to (Greenhaus & Beutell (1985), a *work-family conflict* is a form of *inter-role conflict*, namely the pressure or imbalance of roles between roles at work and roles in the family. High working hours and heavy workloads are direct signs of *work-family conflict* due to excessive work time and effort. Results in a lack of time and energy that can be used to carry out family activities (Asbari et al., 2021).

VI. CONCLUSION

This study aims to determine the influence of communication and *work-family conflict* on employee performance, with job satisfaction as a mediating variable in the Sandika Nata Palma company. Based on the research results that have been carried out and data analysis as explained in the previous chapter, the following are the conclusions from the results of the study as follows:

1. There is a positive and significant influence between communication on job satisfaction in PT. Sandika Nata Palma.
2. There is a positive and significant influence between *work-family conflicts* on job satisfaction in PT. Sandika Nata Palma.
3. There is a direct positive and insignificant influence between job satisfaction on employee performance in PT. Sandika Nata Palma.
4. There is no positive and significant influence between communication and PT employees' performance Sandika Nata Palma.
5. There is a positive and significant influence between *work-family conflicts* on employee performance in PT. Sandika Nata Palma.
6. Job satisfaction can mediate communication on employee performance in PT. Sandika Nata Palma.
7. Job satisfaction can mediate *work-family conflicts* to employee performance in PT. Sandika Nata Palma.

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