

The role of job satisfaction in mediating the relationship between family conflict, volunteer management, and employee performance at PT. Perkebunan Nusantara 3



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ABSTRACT

This study examines the role of job satisfaction as a mediator in the relationship between family conflict, volunteer management, and employee performance at PT. Perkebunan Nusantara 3. Family conflict often acts as a stressor, impacting employee well-being and performance, while volunteer management within organizations can enhance motivation and engagement. Using a quantitative approach, data were collected through questionnaires from 350 permanent employees with over 10 years of service, assuming long-term tenure fosters a strong connection to the organization. Structural Equation Modeling (SEM) was employed to analyze the data, with the questionnaire designed based on specific indicators for each variable. The findings aim to provide actionable recommendations for managing family conflicts and volunteer activities, emphasizing the importance of job satisfaction in improving employee performance.

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1. Introduction

Competition in the palm oil sector is intensifying due to the rising worldwide demand for high-quality and sustainable palm oil products (Babu et al., 2024). This scenario requires corporate executives to persistently elevate the quality of their goods and personnel services. Employee performance must be acknowledged as a crucial element in achieving this (Aggarwal, 2024). Executives in the palm oil sector must confront several hurdles, including elevated quality requirements, stringent environmental restrictions, and international market pressure to adopt sustainable practices (Wang et al., 2024). To satisfy these needs, staff must guarantee that the complete production process operates smoothly and effectively, from cultivation to processing and distribution (Siraj and Hågen, 2023).

Employee performance functions as a mechanism for firms to enhance competitiveness and mitigate the risk of company failure (Keltu, 2024). Moreover, the firm substantially influences the quality of the

job done. Organizations that optimize employee performance are crucial for attaining company objectives, enhancing profitability, and fostering sustainable growth (Srimulyani et al., 2023). Dedicated and driven individuals have a greater propensity for creativity and innovation, hence fostering the development of novel ideas and solutions to address organizational challenges (Liu et al., 2024).

Content and valued employees are more inclined to demonstrate loyalty to the firm, thereby decreasing employee turnover rates and the expenses related to recruiting and training new staff (Nasib, 2023a). Highly skilled individuals possess a comprehensive awareness of operational processes and comply with them precisely, leading to diminished mistakes and inefficiencies in the company's operations. Effective employee performance may cultivate a positive business culture that emphasizes tenacity, collaboration, and achievement while also offering recognition and encouragement (Mangialavori et al., 2024). Organizations exhibiting exceptional employee performance get a significant competitive edge, enabling their workforce to effectively surpass industry rivals in a fiercely competitive market (Thanh et al., 2024). Nonetheless, the prevailing circumstances of PT. Perkebunan Nusantara 3, including the issue of inequity in the workplace

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regarding decision-making, promotion, or resource distribution, may lead to considerable employee unhappiness. Employees perceiving organizational choices as unjust may experience a decline in trust and motivation toward accomplishing corporate objectives. Poor or ambiguous communication between management and employees, as well as within work teams, can obstruct efficient coordination and result in confusion. This uncertainty can impede the dissemination of critical information and diminish confidence within the company.

Family conflict denotes discord or disputes among family members. This disagreement can impact employees' emotional and mental well-being, therefore influencing their job performance (Stol et al., 2024). When employees encounter domestic strife, they may struggle to sustain attention and productivity at work (Liu et al., 2023). Unresolved familial discord can result in sustained stress, adversely affecting employees' physical and emotional well-being while also diminishing their motivation and performance (Ugwu et al., 2024). A significant number of employees at PT. Perkebunan Nusantara 3 endure extended familial discord, adversely affecting their mental health and job performance. The organization does not offer sufficient support to employees in managing their familial disputes. Insufficient volunteer management results in employees feeling undervalued and unacknowledged for their services. The current volunteer management model has failed to effectively enhance staff engagement and commitment. Certain employees express discontent with several facets of their employment, including remuneration, working conditions, and prospects for professional advancement. Job unhappiness results in diminished employee motivation, loyalty, and productivity.

Volunteer management involves overseeing individuals who participate as volunteers in many organizational tasks (Li et al., 2023). Efficient volunteer management may enhance employee engagement and dedication to the business (Yous et al., 2024). At Perkebunan Nusantara, three employees expressed feelings of diminished appreciation and recognition for their contributions (Regan and Raftery, 2023). Volunteer initiatives may enhance and fortify a constructive organizational culture (Wu et al., 2023). Employee engagement in activities that align with business values fosters a more peaceful and productive workplace. Efficient volunteer management may enhance employee investment in the organization (Panter-Brick et al., 2024; Fenger et al., 2023). Employees perceive themselves as integral to a larger entity, which inspires them to enhance their contributions to the organization (Johansson, 2024).

This study aims to investigate the direct and indirect impacts of family conflict and volunteer management on employee performance via job engagement. This study is unusual as it is the first to utilize work engagement as a mediating variable to

amplify the effect of family conflict on volunteer management and employee performance. Considering that Indonesian government-owned enterprises are committed to improving service quality and increasing state income, it is essential to apply the study's conclusions. We expect that the results of this study will contribute to the formulation of strategic policies that will underpin the improvement of corporate performance.

2. Literature review

2.1. Employee performance

Optimal performance is crucial for a firm to sustain its efficiency and effectiveness over the long run (Sun et al., 2024). Optimal performance encompasses effective resource management, operational efficiency, and minimizing waste. High-performing companies typically exhibit increased competitiveness in the market (Liaquat et al., 2024). Company leaders can offer products or services at more competitive rates or of higher quality, enabling workers to acquire and sustain a larger market share (Sun et al., 2024). Efficient performance strengthens an organization's financial resiliency (Louati and Hadoussa, 2021). It possesses the ability to enhance profitability, mitigate risk efficiently, and attract investors or lenders to support expansion (Zhang et al., 2021). Superlative performance cultivates a favorable and positive work environment.

Employees have elevated motivation and excitement when employed by a prosperous firm, resulting in enhanced production and staff retention (Liu et al., 2022). Organizations that regularly excel generally possess a favorable image among clients, suppliers, and other business associates. This improves brand reputation and cultivates trust in the marketplace (Nguyen et al., 2024). Robust performance allows organizations to direct resources into innovation and the development of new products or services (Ly, 2024). Employee performance enables firms to maintain relevance and adaptability in response to market and technology changes (Rigtering et al., 2024). Superior performance frequently signifies that a firm complies with pertinent industry rules and standards. Moreover, good performance encompasses the adoption of ethical corporate practices, which may enhance and fortify connections with stakeholders.

2.2. Job satisfaction

Dissatisfied employees are inclined to seek other employment or exhibit elevated turnover rates (Alrawahi et al., 2024). This minimizes recruiting and retraining expenses while preserving skills and expertise inside the firm (Xiao et al., 2024). Job happiness may enhance the quality of work generated by employees (Mangialavori et al., 2024). Moreover, job satisfaction motivates employees to

execute duties with greater diligence and quality since they feel emotionally invested in the contributions of their colleagues (Grund et al., 2024). Job satisfaction is believed to enhance effective communication across work teams inside the organization (Quesada-Puga et al., 2024). This influence encompasses several individuals who offer positive suggestions and assist their colleagues, therefore enhancing overall team performance (Majid et al., 2024). Job happiness may enhance creativity and innovation in the workplace (Raja et al., 2023). Employees who perceive themselves as appreciated and engaged are more inclined to explore novel methodologies or conceive inventive solutions to the issues encountered by the organization (Vulturius et al., 2024). Content employees typically exhibit reduced stress levels and enhanced general well-being (Cheung et al., 2022).

The study's findings indicate that job satisfaction might promote elevated work passion and commitment (Mangialavori et al., 2024; Hasanuddin et al., 2021). Employees who are content with their work are often more creative and imaginative in problem-solving and discovering new solutions (Thanh et al., 2024). Employees exhibit increased self-confidence in proposing novel ideas and pursuing creative methodologies in their jobs. Employee job satisfaction influences the company's image and reputation as an attractive employer (Guo et al., 2024). Content workers are more inclined to serve as corporate champions, enhancing the organization's favorable reputation among potential hires and the broader community. This can enhance the company's appeal and attract top people in the sector (Nasib, 2023b).

H1: Job satisfaction has a direct and significant effect on employee performance.

2.3. Family conflict

This conflict may emerge from disparities in roles, duties, priorities, and limits within personal and professional relationships (Ellis et al., 2023). Family conflicts arising from divorce, child-related matters, or marital problems can impose considerable stress on employees (Karakose et al., 2021). This stress can disrupt employee attention, concentration, and job happiness in the workplace (Ardyan et al., 2023). Unresolved familial disputes might disturb the equilibrium between professional and personal life for employees (Dong et al., 2024). Employees may struggle to distinguish personal difficulties from professional responsibilities, thus diminishing job satisfaction (Akko and Dettmers, 2024).

Employees facing familial discord may exhibit diminished productivity and may have reduced attendance rates (Holm et al., 2024). Employees may experience distractions or lack of attention at work, adversely affecting goal attainment and overall performance (Abid et al., 2023). Prolonged or intense familial discord can result in mental health

issues, including despair, anxiety, or diminished overall well-being. This may influence employees' views of their roles and result in diminished job satisfaction. Organizations must offer enough assistance and resources for employees facing familial discord. Initiatives like counseling, employee support, or flexible work hours might mitigate the adverse effects of familial discord on workplace satisfaction. Prior research indicates that familial discord adversely impacts job satisfaction and employee performance (Supanichwatana and Laeheem, 2024; Dong et al., 2024). Employees encountering familial discord frequently exhibit elevated rates of absence (Elgoibar et al., 2024). Employees may need extra time to resolve personal matters or may be absent from work owing to stress or health difficulties stemming from family conflict (Wan et al., 2022).

H2: Family conflict directly has a significant effect on Job satisfaction.

H3: Family conflict directly has a significant effect on Employee performance.

H4: Family conflict indirectly has a significant effect on Employee performance through Job satisfaction.

2.4. Volunteer management

Efficient volunteer administration can enhance staff motivation and engagement (Prabakaran et al., 2024). Employees are more inclined to engage in organizational activities when they observe effective volunteer management and recognition of accomplishments by their organization (Abidin et al., 2023). This can enhance employees' sense of ownership regarding the company's objectives and values, thereby elevating work happiness (Arvidsen et al., 2023). Effective volunteer management programs often incorporate training and skill enhancement for both volunteers and staff (Nahkur et al., 2022). Employees engaged in volunteer management can build leadership, project management, and communication competencies. This enhances staff effectiveness in volunteer management and offers improved career growth prospects (Sharpe et al., 2023). Efficient volunteer management fosters robust partnerships between employees and volunteers (Li et al., 2023). Employees who engage well with volunteers are more likely to feel aligned with the organization's ideals and collaborate successfully as a team (Regan and Raftery, 2023). Effective collaboration between workers and volunteers can enhance efficiency and productivity in attaining corporate objectives (Panter-Brick et al., 2024).

Effective volunteer management enables organizations to establish vast networks with the community and stakeholders (Johansson, 2024). Employees participating in voluntary activities frequently have the chance to broaden their professional networks, which may be advantageous both personally and professionally (Frigstad et al., 2023). Moreover, engagement in constructive

volunteer initiatives can enhance the company's reputation among the public (Fumagalli et al., 2023). Effective volunteer management entails offering essential assistance to volunteers, including training, mentoring, and acknowledgment of their services (Mettler et al., 2023). Employees engaged in delivering this assistance perceive appreciation and concern from their employer, which can enhance job satisfaction. In volunteer management, acknowledging employee efforts can enhance their motivation to perform their duties more effectively (Wong, 2024).

H5: volunteer management directly has a significant effect on Job satisfaction.

H6: volunteer management directly has a significant effect on Employee performance.

H7: volunteer management indirectly has a significant effect on Employee performance through Job satisfaction.

The theoretical explanation facilitates the further delineation of the conceptual framework in this study (Fig. 1). Fig. 1 illustrates that this study evaluates the hypothesis both directly and indirectly through the mediating effect of work satisfaction factors on the relationship between family conflict, volunteer management, and employee performance.

3. Method

This study employs a quantitative approach, aiming to develop a job satisfaction model that can effectively mediate family conflicts and manage volunteerism in relation to employee performance at PT. Perkebunan Nusantara. Furthermore, the population and sample in this study are permanent employees at PT. Perkebunan Nusantara 3 with a work period of more than 10 years, as many as 350. The reason researchers have a work period of more than 10 years is that investigators assess that employees can feel how the work engagement is internal to the company. Furthermore, the stages of this study begin with the research process and its implementation. This study's data analysis uses the structural equation modeling (SEM) model to form the concept. This study collects data using a questionnaire that employs a Likert scale. We

compile the questionnaire based on the indicators of each research variable.

We measure family conflict indicators through time efficiency (FC1), commitment to work (CF2), ability to manage stress (CF3), and presence at work (CF4). We then measure the Volunteer Management indicator through employee recruitment (VM1), training and development (VM2), supervision and support (VM3), communication (VM4), and recognition and appreciation (VM5). Salary suitability indicators (JT1), work environment (JT2), opportunities for development (JT3), work-life balance satisfaction (JT4), and job security (JT5) measure job satisfaction variables. Finally, indicators of work quality (ER1), work quantity (ER2), work time efficiency (ER3), initiative and creativity (ER4), cooperation (ER5), and responsibility (ER6) measure the employee performance variable.

4. Finding and discussion

4.1. Construct validity testing

Table 1 indicates that the validity coefficients for all study variables are legitimate since the total validity value exceeds 0.7.

4.2. Construct reliability test

The data processing findings indicate the outcomes, as shown in Table 2. Table 2 indicates that the average value exceeds 0.5. Consequently, the composite dependability value exceeds 0.7. Consequently, we can ascertain that the study's indicators are accurately quantified.

4.3. Coefficient of determination (R²)

According to the data shown in Table 3, the corrected R² value for the employee performance variable is 0.722, or 72.2%, indicating that the remaining 27.8% is affected by external factors not included in this study. The work satisfaction measure has an adjusted R² value of 0.336, or 33.6%, indicating that the remaining 66.4% is affected by external factors not included in this study.

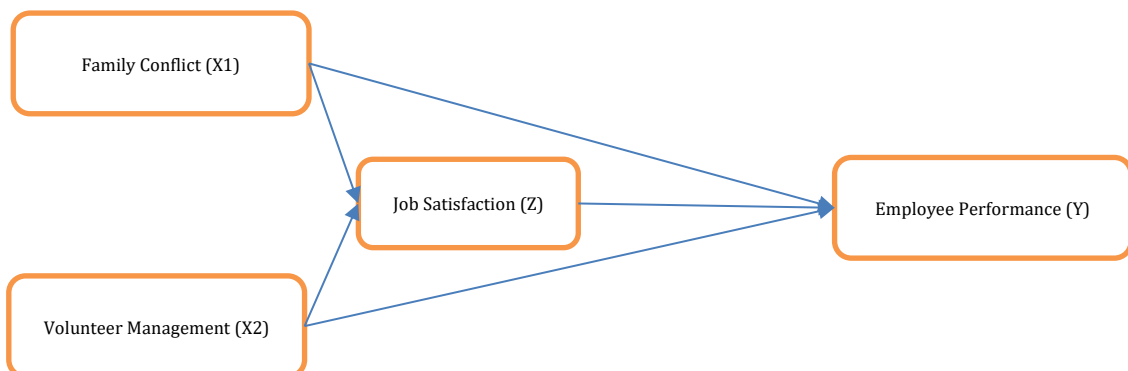


Fig. 1: Conceptual framework

Table 1: Results of the analysis of cultural disclosure pattern question items

Variable	Indicators	Loading factor	Alpha	Information
Family conflict (X1)	FC1	0.833	0.7	Valid
	FC2	0.831	0.7	Valid
	FC3	0.728	0.7	Valid
	FC4	0.827	0.7	Valid
Volunteer management (X2)	VM1	0.801	0.7	Valid
	VM2	0.757	0.7	Valid
	VM3	0.723	0.7	Valid
	VM4	0.728	0.7	Valid
	VM5	0.882	0.7	Valid
Job satisfaction (Z)	JT1	0.709	0.7	Valid
	JT2	0.797	0.7	Valid
	JT3	0.781	0.7	Valid
	JT4	0.806	0.7	Valid
	JT5	0.775	0.7	Valid
Employee performance (Y)	ER1	0.795	0.7	Valid
	ER2	0.767	0.7	Valid
	ER3	0.823	0.7	Valid
	ER4	0.797	0.7	Valid
	ER5	0.824	0.7	Valid
	ER6	0.77	0.7	Valid

Table 2: Construct reliability

Variable	Composite reliability	Average variance extracted (AVE)
Family conflict (X1)	0.965	0.698
Volunteer management (X2)	0.823	0.530
Employee performance (Y)	0.946	0.555
Job satisfaction (Z)	0.920	0.591

Table 3: R² results

Variable	R ²	R ² adjusted
Employee performance (Y)	0.730	0.722
Job satisfaction (Z)	0.349	0.336

outcomes of other hypothesis tests, both directly and indirectly, significantly influence work satisfaction and staff performance at PT. Perkebunan Nusantara 3.

4.4. Predictive relevance (Q²)

Based on the results of data processing, it is known that:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2)$$

$$Q^2 = 1 - (1 - 0.722) (1 - 0.336)$$

$$Q^2 = 1 - (0.278) (0.664)$$

$$Q^2 = 1 - 0.184592$$

$$Q^2 = 0.815$$

The Q² value is 0.815, as indicated by these data. Consequently, we can ascertain that each variable in the study provides legitimate data to the existing structural model, which accounts for 81.5%. We must construct the remaining 18.5% independently from the research variables.

4.5. Research hypothesis test

Table 4 indicates that family conflict does not significantly affect work performance. Consequently, work happiness does not significantly mediate the relationship between volunteer management and employee performance. It may be inferred that the

5. Discussion

5.1. The influence of family conflict on job satisfaction

This study found that familial discord directly influences the job happiness of employees at PT. Perkebunan Nusantara 3. The result indicates a significant value of 0.002, which is less than 0.05, and the t-value exceeds the t-table value (3.122 > 1.98). The first sample value is 1,295. The outcomes of this study suggest that a supportive work environment and cooperative colleagues can assist employees in managing home problems. At present, PT. Perkebunan Nusantara 3's management implements policies that prioritize employee well-being, including counseling programs and mental health assistance. Enhancing a supportive workplace culture and fortifying employee connections might assist them in managing familial problems. Offering work flexibility to employees facing family difficulties helps facilitate the equilibrium between professional and personal responsibilities.

Table 4: Research hypothesis test/direct effect

Hypothesis	O	M	SD	T-statistics	P-value	Conclusion
Family conflict (X1) -> job satisfaction (Z)	1.295	1.311	0.263	3.122	0.002	Significant
Family conflict (X1) -> employee performance (Y)	0.182	0.186	0.180	1.011	0.055	Not significant
Volunteer management (X2) -> job satisfaction (Z)	0.726	0.803	0.250	2.901	0.004	Significant
Volunteer management (X2) -> employee performance (Y)	0.426	0.457	0.178	2.389	0.017	Significant
Job satisfaction (Z) -> employee performance (Y)	0.604	0.599	0.088	6.876	0.000	Significant
Family conflict (X1) -> job satisfaction (Z) -> employee performance (Y)	0.178	0.186	0.163	1.096	0.274	Not significant
Volunteer management (X2) -> job satisfaction (Z) -> employee performance (Y)	0.439	0.478	0.167	2.621	0.000	Significant

SD: Standard deviation; M: Average; O: Original sample

Conflict study findings indicate that family-work conflict is strongly associated with diminished job satisfaction, less organizational commitment, and an increased intention to resign (Li et al., 2021). Family conflict denotes discord within the family, arising from issues such as divergent opinions, varying values, or differing priorities among its members (Jeon et al., 2022). This tension can adversely affect several facets of an individual's life, including employment (Wang et al., 2021). Organizations experiencing significant familial discord result in heightened employee productivity. Familial discord significantly increases the likelihood of company failure (Barriga Medina et al., 2021).

5.2. The influence of family conflict on employee performance

This study found that familial discord does not have a direct impact on employee performance at PT. Perkebunan Nusantara 3. The result shows a significance value of 0.055, which is greater than 0.05, and the t-value is lower than the t-table value (1.011 < 1.98). Additionally, the first sample value is 0.182. While familial discord may have a negative effect on employee performance, this effect is small. The study suggests that employees at PT. Perkebunan Nusantara 3 are able to separate personal issues from their work, maintain professionalism, and stay focused on their tasks despite family conflicts. The management of PT. Perkebunan Nusantara 3 continuously improves and strengthens employee welfare programs to help staff manage family-related challenges.

This study corroborates studies (Li et al., 2021), which identified that familial discord might induce stress and job discontent, eventually diminishing employee performance. Significant role conflict between professional and familial obligations typically leads to diminished performance due to reduced concentration and energy in work-related tasks. Subsequently, (Barriga Medina et al., 2021) identified that familial discord exacerbates employees' intent to resign from their positions. This tension is linked to diminished work satisfaction and organizational commitment, resulting in subpar performance (Chuang et al., 2024). Organizations have to offer training in stress management and work-family balance to employees to successfully mitigate family conflict and sustain employee performance (Li et al., 2021). Establishing a supportive workplace culture in which colleagues and supervisors assist one another might enable individuals to address personal issues without compromising their performance.

5.3. The influence of volunteer management on job satisfaction

This research revealed that volunteer management directly influences employee work satisfaction at PT Perkebunan Nusantara 3. This

outcome indicates a significant value of 0.004, which is less than 0.05, and the t-statistic exceeds the t-table value (2.901 > 1.98). Additionally, the first sample value is 0.726. Efficient volunteer management may substantially enhance employee job satisfaction. The outcomes of this study suggest that PT. Perkebunan Nusantara 3's management persistently promotes employee engagement in volunteer activities by offering incentives, recognition, or prizes to those actively participating in corporate initiatives. The organization possesses an employee volunteer initiative aligned with a corporate social responsibility (CSR) plan that may significantly enhance both employee engagement and the company's public image. Facilitating training and development for volunteers may enhance employees' leadership, project management, and interpersonal skills applicable to their daily tasks.

Research findings (Abidin et al., 2023; Kvarnlöf and Eriksson, 2024) indicated that sustained involvement in a corporate volunteer program markedly enhanced employee job satisfaction over time. Employees who often volunteered showed sustained enhancements in job satisfaction relative to those who did not participate (Wong, 2024). Volunteer activities can enhance workers' feelings of engagement and dedication to the organization since they perceive themselves as part of a larger, more significant endeavor (Rabiei et al., 2023). Volunteering frequently offers employees the chance to acquire new skills and broaden their professional networks, therefore enhancing job satisfaction (Pitchalard et al., 2022). Engagement in volunteer activities can enhance employee morale since employees perceive their contributions as beneficial to the community. Volunteering may enhance employee connections and foster a more collaborative and harmonious workplace environment (Ma et al., 2024).

5.4. The influence of family volunteer management on employee performance

This research found that volunteer management has a direct impact on staff performance at PT. Perkebunan Nusantara 3. The result indicates a significant value of 0.017, which is less than 0.05, and the t-value exceeds the t-table value (2.389 > 1.98). Additionally, the first sample value was 0.426. This study indicates that PT. Perkebunan Nusantara 3 will persist in developing a systematic and coordinated volunteer program. To promote employee engagement in volunteer initiatives, organizations could offer incentives, recognition, or prizes to those who actively participate. Integrating employee volunteer programs with corporate social responsibility (CSR) policies may significantly enhance the beneficial impact on both workers and the company's public image.

Results of the research (Pitchalard et al., 2022). The motivation of volunteers can impact employee performance. Efficient volunteer management may

substantially enhance staff performance (Kovac et al., 2022). Employees who perceive appreciation and the chance to positively impact society through volunteer initiatives are often more motivated and passionate about performing their responsibilities (Sharpe et al., 2023). Volunteer activities frequently provide employees the chance to cultivate new competencies, including leadership, teamwork, and project management (Nahkur et al., 2022). Engagement in voluntary activities can enhance employee emotional well-being and work satisfaction (Yazdani and Haghani, 2024). Employees who are content and fulfilled in their work environment generally exhibit higher productivity and enhanced performance (Arora et al., 2023). Volunteer activities may enhance relationships among workers, fostering a more peaceful and collaborative workplace environment (Dempsey-Brench and Shantz, 2022). Positive working connections may enhance the efficiency and efficacy of cooperation (Fumagalli et al., 2023).

5.5. The influence of job satisfaction on employee performance

This study found that job satisfaction directly affects PT employees' performance. Perkebunan Nusantara 3. This result shows a significant value of 0.000 smaller than 0.05, and the t-value is greater than t-table ($6.876 > 1.98$). The implication of the findings in this study is that the management of PT. Perkebunan Nusantara 3, in encouraging Employee performance, is carried out through positive or negative evaluation activities of aspects of work felt by employees, including factors such as the work environment, working conditions, recognition, career development, and compensation. This has an impact on employee awareness and allows them to be more innovative in finding solutions, collaborating with colleagues, and contributing to the achievement of the company's strategic goals. High job satisfaction is also related to a higher level of involvement in work. Employees who are happy with their work have a greater level of involvement in achieving company goals, which in turn improves the quality of employee work results.

Research results (Vulturius et al., 2024; Alrawahi et al., 2024) reveal that job satisfaction and employee engagement are closely interrelated. Employees who feel satisfied with their jobs have higher levels of engagement, which in turn contributes to better performance (Tu et al., 2024). Employees who are satisfied with their jobs tend to be more motivated to achieve set goals and performance standards (Zhang et al., 2024). Employees feel more emotionally and psychologically involved in employee tasks, which can increase work productivity and efficiency (Ali and Dafous, 2024). High job satisfaction contributes to good employee retention (Kiouleoglou et al., 2024). Employees who are satisfied with their jobs tend to stay longer in the company, reducing costs associated with employee turnover and retaining

valuable expertise and knowledge in the organization (Majid et al., 2024). Employees who are satisfied with their work environment tend to focus more on improving the quality of work (Li et al., 2024).

Research findings (Vulturius et al., 2024; Alrawahi et al., 2024) indicated a strong correlation between work satisfaction and employee engagement. Job satisfaction among employees correlates with elevated engagement levels, thereby enhancing performance (Tu et al., 2024). Employees who experience job satisfaction are often more driven to attain established goals and performance benchmarks (Zhang et al., 2024). Employees have heightened emotional and psychological engagement in their activities, potentially enhancing productivity and work efficiency (Ali and Dafous, 2024). Elevated work satisfaction enhances staff retention (Kiouleoglou et al., 2024). Job satisfaction among employees correlates with prolonged tenure within the firm, hence decreasing expenses related to staff turnover and preserving essential skills and knowledge inside the organization (Majid et al., 2024). Employees content with their work environment are often more dedicated to enhancing the quality of their output (Li et al., 2024).

5.6. The influence of family conflict on employee performance through job satisfaction

This study determined that family conflict does not exert a substantial indirect influence on employee performance, as assessed by job satisfaction among employees at PT. Perkebunan Nusantara 3. This outcome indicates a substantial value of 0.274, exceeding 0.05, yet the t-value is less than the t-table value ($1.096 < 1.98$). The study's conclusions indicate that the management of PT. Perkebunan Nusantara 3 should contemplate the implementation of programs that enhance work-life balance and familial well-being. This may encompass flexible work arrangements, family counseling services, or employee assistance programs to mitigate the adverse effects of familial discord on workplace satisfaction. Educating managers and staff on stress management and enhancing resistance to familial conflict might sustain or elevate workplace happiness. It can enhance individuals' capacity to maintain attention and productivity at work despite encountering personal issues.

The study's findings (Ribeiro et al., 2023) indicated that familial conflict can diminish employee work engagement. Reduced work engagement subsequently leads to diminished overall job satisfaction and employee performance (Chuang et al., 2024). Familial conflict can induce stress and anxiety, disrupting the equilibrium of work-family life (Carolina et al., 2024). Employees experiencing significant family conflict generally exhibit diminished job satisfaction, as they may struggle to sustain attention and motivation in the workplace (Weinert et al., 2024). Job satisfaction significantly influences employee motivation and

dedication to their tasks. Job-satisfied employees are often more driven to attain organizational objectives and exhibit superior performance in their activities. Familial discord may not directly influence employee performance; nevertheless, it can affect performance by altering job satisfaction (Ahmad et al., 2021). Employees experiencing significant family strife are likely to have diminished job satisfaction (Majid et al., 2024). Low job satisfaction can diminish intrinsic motivation and individual expectations regarding work outcomes, consequently impacting employee performance (Ugwu et al., 2024).

5.7. The influence of family conflict on employee performance through job satisfaction

This study revealed that, indirectly, family conflict positively and significantly influences employee performance through job satisfaction among employees of PT. Perkebunan Nusantara 3. This outcome indicates a p-value of 0.000, which is less than 0.05, and a computed t-value of 2.621, above the t-table value of 1.98. The study's findings suggest that employees who are content with their work environment exhibit more motivation, commitment, and productivity in their activities. Employees are often more creative and imaginative in addressing challenges and attaining organizational objectives. Employees' familial disputes may influence their views on the workplace as a refuge from domestic strife.

The study's findings (Tutan and Kökalan, 2024) indicated that familial discord adversely impacts employee work satisfaction. Designates job satisfaction as a mediating factor in the correlation between family conflict and diverse work-related outcomes, such as job performance. Familial conflict often induces stress and emotional strain among employees. Numerous studies have shown that employees who experience family conflict and effectively resolve it can cultivate stress management abilities (Panter-Brick et al., 2024). This can enhance employee job happiness since people regard work as a source of security and personal accomplishment despite personal life issues. Job satisfaction is positively correlated with employee performance (Piette et al., 2024). When individuals can effectively manage and resolve disagreements with organizational assistance or within a nurturing work environment, they are likely to evaluate their jobs more favorably. This can enhance overall employee work satisfaction.

6. Conclusion

This study demonstrates that job satisfaction significantly mediates the link between family conflict and volunteer management regarding employee performance at PT. Perkebunan Nusantara 3. This result indicates that elevated family conflict might diminish employee job satisfaction, thus adversely impacting employee performance. Conversely, proficient volunteer management may

enhance employee work satisfaction, hence favorably influencing employee performance inside the firm. The use of job happiness as a mediator in this connection indicates that enhancing job satisfaction may serve as a viable technique for mitigating the adverse effects of family conflict while optimizing the advantages of volunteer management.

This research advises firms to acknowledge the significance of family conflict management within their human resource management strategies. Implementing work-life balance initiatives and providing psychological assistance for employees facing familial conflicts might mitigate adverse effects on job satisfaction and employee performance. It is essential for management to enhance volunteer management to align with employee requirements and expectations. Fostering transparent communication and reciprocal understanding between volunteer teams and workers, along with offering training and growth opportunities for volunteers, may enhance employee motivation and job satisfaction. Moreover, concentrated initiatives to enhance job happiness must be prioritized. This includes consideration of elements that affect job satisfaction, including working conditions, remuneration, career advancement, and interpersonal dynamics within the workplace. Ultimately, fostering active engagement and employee participation in corporate activities may mitigate familial friction and enhance team cohesiveness and drive to attain shared objectives.

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Compliance with ethical standards

Ethical considerations

Written informed consent was obtained from all participants, ensuring voluntary participation. Data confidentiality and anonymity were maintained throughout the research process.

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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