

The Effect of Talent Management, Internal Communication and Work Life Balance on Employee Performance Through Employee Satisfaction at PT. Aru Raharja

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Abstract: Employee satisfaction and its effects on employee performance at PT. Aru Raharja are influenced by talent, internal communication, and work-life balance. With the aid of the AMOS Version 24 application, data was collected from 190 respondents via questionnaires and analysed using structural equation modelling (SEM). According to the study's findings, internal communication does not significantly affect employee satisfaction (H2 is rejected), while talent management has a favourable and large impact on it. Employee Satisfaction is positively and significantly impacted by Work-Life Balance (H3 obtained). But neither Work Life Balance (H6) nor Talent Management and Internal Communication (H4 and H5 were eliminated) had a substantial impact on Employee Performance. Employee Satisfaction was also discovered to have a positive and significant impact on employee performance (H7 received). The study also found that Employee Satisfaction fully mediators the association between talent management and employee performance (H8 received), making the direct impact of talent management on employee performance negligible. Employee satisfaction, however, does not mediate between internal communication and employee performance (H9 rejected). However, Work Life Balance also fully mediates the association between Work Life Balance and Employee Performance (H10 accepted), negating the direct impact of Work Life Balance on Employee Performance.

Keywords: Communication, Employee Performance, Employee Satisfaction, Talent, Work Life Balance.

A. Introduction

The ability of a company organization to achieve its goals, whether successful or not, is highly dependent on the human resources it has (Lumunon et al., 2019). HR is an investment with the hope of obtaining future profits (Adnyana, 2020).

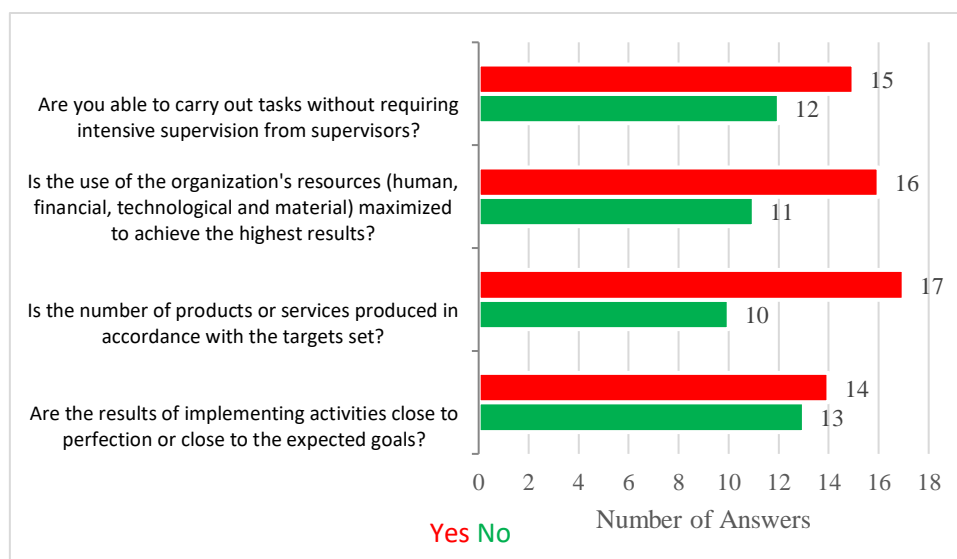
PT. Aru Raharja is a company according to Hasanudin, Dipa Teruna Awaloedin (Hasanudin, Dipa Teruna Awaloedin, 2022) A company is a business established by an individual, group of individuals or other entity to carry out production or distribution in order to meet the economic needs of the wider community. Due to the

unstable economy and increasingly fierce corporate competition (Hasanudin, 2023). Focus PT. Aru Raharja is at the best service and transformed towards digital.

However, even though it has a large company size, the company faces challenges in terms of employee discipline. The tardiness rate is still high, with many employees arriving late. In addition, most of the employees in this company have worked for the company for a long time. Delay data recorded for 2022 shows that the level of employee discipline is still low. This can be an indication that the performance of HR in the company still needs to be improved. Many factors cause human resources to have superior performance so as to be able to drive the success of a company or organization (Adnyana & Bahri, 2020).

In order to find out employee performance problems, researchers conducted pre-observations on 27 employees with the aim of identifying potential problems or challenges that employees might face in carrying out their duties. This pre-observation was carried out before further research to get an initial picture of the situation and condition of employee performance in the company. The following is a table of questions for each indicator on employee performance variables with yes/no answers:

Table 1. Pre-Research Questionnaire on Employee Performance



Source: 2023 Pre-Observation Data

Based on the results of pre-observation of 27 employees at PT. Aru Raharja, company performance can be interpreted, from the pre-observation results, it appears that the company has a number of challenges in achieving optimal performance. In the aspect of quality of activity implementation (Quality), 14 employees (51.9%) felt that the results of the implementation of activities had not fully approached the expected perfection or goals. This shows the need for more attention to the management and supervision of the implementation of tasks in order to improve the quality of work. Meanwhile, in terms of quantity, 17 employees (62.9%) stated that the number of products or services produced did not meet the set targets. The causes of this can vary, but further evaluation is needed to find out the root cause and find the

right solution to increase productivity. Furthermore, in terms of cost effectiveness, 16 employees (59.3%) feel that the use of organizational resources has not been fully maximized to achieve the highest results. Companies need to conduct a more in-depth analysis of the use of resources so that they can be more efficient and effective in achieving their business goals. Finally, in the aspect of Need for Supervision, 15 employees (55.6%) stated that they still needed intensive supervision from supervisors in carrying out their duties. This indicates that there is an expansion of supervision that needs to be improved in order to increase the independence and ability of employees to work.

The identification of performance problems from the pre-observation results indicates that further research is needed to understand the root causes of the problem more deeply and develop appropriate improvement strategies. Further research can provide more comprehensive data and information regarding the performance problems faced by the company. According to (Budiyanto & Mochklas, 2020) employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job.

Some data from previous studies related to performance variables still have research gaps. In research related to the effect of talent management on performance, it shows that talent management has a positive and significant influence on employee performance (Anisah, 2020). While talent management is said to have no effect on the performance of academic employees (Wang, 2021). The difference in these findings indicates that there is a research gap, namely an area that has not been covered or a difference in results in previous research.

In addition, there are two studies that discuss the effect of internal communication on employee performance. It was concluded that internal communication had a significant positive effect on the performance of employees at the land office (Samiran et al., 2019), but there is no influence between internal communication on employee performance (Kurniasih, 2021). The difference in these findings indicates that there is a research gap, namely an area that has not been covered or a difference in results in previous research.

Then, there are two other studies that discuss the effect of work life balance on employee performance. It can be concluded that work life balance has a positive and significant effect on employee performance (Kurniasari & Bahjahtullah, 2022), but work life balance has no significant effect on employee performance (Kembuan et al., 2021, p. 1265). The difference in these findings indicates that there is a research gap, namely an area that has not been covered or a difference in results in previous studies.

Therefore, it can be concluded that the results of previous research related to the variables of talent management, internal communication and work life balance on employee performance are not consistent and further research is needed to obtain more accurate and accountable results.

In this study, the researcher added the Employee Satisfaction variable as an intervening variable or intermediary variable. The addition of the Employee Satisfaction variable aims to strengthen the relationship between variables such as talent management, internal communication, and work-life balance with employee

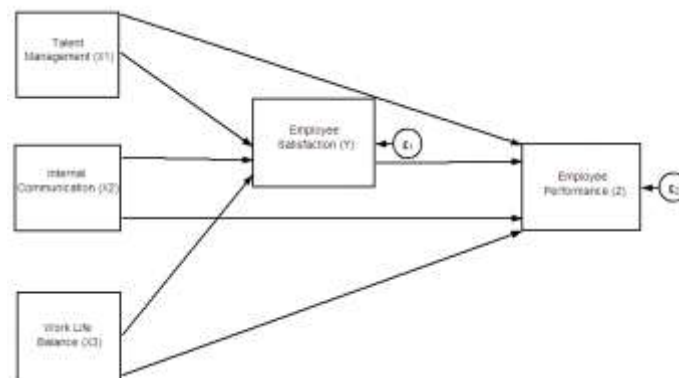
performance. Employee Satisfaction is considered as an important factor that can mediate the effect of these variables on employee performance. Employee Satisfaction is an important element in the company. An employee who gets satisfaction at work will have a positive impact on emotional maturity and can cause a feeling of liking for his work, which in turn will lead to passion and enthusiasm to work in order to achieve greater achievement. (Hasanudin & Budiharjo, 2021).

Seeing that this company is still having problems in terms of performance, and some previous research results that have not been consistent with performance variables, made researchers interested in conducting research on the effect of Talent Management, Internal Communication, and Work Life Balance on Employee Performance through Employee Satisfaction at PT. Aru Raharja.

B. Method

Research Framework

The framework in the research "The Influence of Talent Management, Internal Communication, and Work Life Balance on Employee Performance Through Employee Satisfaction at PT. Aru Raharja" refers to the concept explained by (Sugiyono, 2019). Within this framework, there are three independent variables that are the main focus, namely Talent Management (X1), Internal Communication (X2), and Work Life Balance (X3). Employee Satisfaction Variable (Y) acts as an intervening variable, which links the independent variable with the dependent variable, namely Employee Performance (Z). The flow of thought in this study can be illustrated based on the conceptual framework presented in Figure 1 below.:



Source: Processed by Researchers 2023

Figure 1. Research Framework

Research Hypothesis

According to (Sugiyono, 2018) the hypothesis is the answer to the problem statement that must be proven, the conclusion is the answer to the problem statement. Researchers understand the hypothesis is not always the same. From this definition, the hypothesis formed can be summarized as follows: H1 Talent Management Has a Positive and Significant Influence on Employee Satisfaction at PT. Aru Raharja. H2

Internal Communication Has a Positive and Significant Influence on Employee Satisfaction at PT. Aru Raharja. H3 Work Life Balance Has a Positive and Significant Influence on Employee Satisfaction at PT. Aru Raharja. H4 Talent Management Has a Positive and Significant Influence on Employee Performance at PT. Aru Raharja. H5 Internal Communication Has a Positive and Significant Influence on Employee Performance at PT. Aru Raharja. H6 Work Life Balance Has a Positive and Significant Influence on Employee Performance at PT. Aru Raharja. H7 Employee Satisfaction Has a Positive and Significant Influence on Employee Performance at PT. Aru Raharja. H8 Talent Management Has a Positive and Significant Influence on Employee Performance Through Employee Satisfaction at PT. Aru Raharja. H9 Internal Communication Has a Positive and Significant Influence on Employee Performance Through Employee Satisfaction at PT. Aru Raharja. H10 Work Life Balance Has a Positive and Significant Influence on Employee Performance Through Employee Satisfaction at PT. Aru Raharja.

Population and Sample

Population

The population of this study are employees of PT. Aru Raharja which consists of 222 people working in 8 different types of services namely ARUspace, ARUsource, ARUtrans, ARUcontractor, ARUlog, ARUhealthcare, ARUsolution, and ARUdigital.

Samples

Several opinions about the number of samples in SEM according to Hair et al. with techniques depending on the number of parameters estimated (indicators). The guideline is 5–10 times the number of parameters estimated (Siregar et al., 2021, p. 25). The researcher decided to multiply by 6, so the number of samples chosen was $19 \times 10 = 190$.

Instrument Test

Validity test

Validity is a measure of the extent to which an indicator accurately measures what it is intended to measure. The validity test is carried out by taking into account the value of the standard loading factor for each indicator or dimension. If the standard loading factor value is ≥ 0.5 , the research instrument is declared valid (Junaidi, 2021).

Test Construct Reliability

Construct reliability cut off value > 0.70 . According to Imam Ghozali "a significant factor may still have a low value, so the standardized loading estimate must be equal to 0.50 or more and ideally it must be 0.70.

AVE test

AVE (Average Variance Extracted) is a measure of convergent validity, which measures the extent to which the indicators used to measure a construct are interrelated. AVE cut off value > 0.50.

SEM-Amos Application Assumptions Test

Sample Size

At least the sample of the SEM-Amos program with the estimate ML technique, several researchers have a view of the range of the research sample size (Wijaya, 2009) and Syamsul Bahri (Syamsul Bahri, 2021) if using SEM analysis between 100-200 or at least five times the indicator.

Data Normality

The normality test can be seen from the c.r (critical ratio) value of the multivariate, where the data can be said to be normally distributed if the c.r value of the kurtosis multivariate is in the range of values between ± 2.58 (Siregar et al., 2021).

Evaluation of the Goodness of Fit Criteria

In the structural equation there are several requirements that must be met, namely testing the feasibility of the model (goodness of fit test). If the goodness of fit test is fulfilled, it means that the hypothesized model fits the sample data. The following table summarizes the Goodness of Fit Index Statistics for Structural Equation Analysis (SEM):

Table 2. Goodness of Fit Index Statistics SEM

Test Statistics	Critical Value
Cmin/DF	$\leq 2,00$
P-value	$\geq 0,05$
Adjusted Goodness of Fit (AGFI)	$\geq 0,90$
Goodness of Fit Index (GFI)	$\geq 0,90$
Comparative Fit Index (CFI)	$\geq 0,90$
Tucker Lewis Index (TLI)	$\geq 0,90$
Root Mean Square Error of Approximation (RMSEA)	$\leq 0,08$
Root Mean Square Residual (RMSR) or RMR	$\leq 0,05$

Source : (Siregar et al., 2021)

Methods of Analysis and Hypothesis Testing

Immediate Effect Test

Hypothesis testing is a procedure carried out with the aim of deciding whether to accept or reject the hypothesis that has been proposed. Hypothesis testing was carried out using a two-tailed test with a significance level of 5%. The hypothesis will be accepted if it has a t-value greater than 1.96. The t-value in the AMOS 24 program is the Critical Ratio (C.R.) value in the Regression Weights of the fit model. If the

Critical Ratio (C.R.) ≥ 1.967 or the probability value (P) ≤ 0.05 then H0 is rejected (the research hypothesis is accepted) (Muhammad Ali Akbar et al, 2023).

Indirect Effect Test

Testing the mediation hypothesis can be done with a procedure developed by Sobel and known as the Sobel test (Sobel test). The Sobel test or Sobel test is carried out by testing the strength of the indirect influence of the independent or exogenous variables on the dependent or endogenous variables through intermediary or intervening variables (Supriadi, 2022). The Sobel test can also be interpreted as a test to find out whether the relationship through a mediating variable is significantly capable of being a mediator in the relationship (Supriadi, 2022). As for testing the Sobel test using the z test with the following formula:

$$z = \frac{ab}{\sqrt{(b^2SEa^2) + (a^2SEb^2)}}$$

C. Result and Discussion

Results

Instrument Test

Validity test

Validity is a measure of the extent to which an indicator accurately measures what it is intended to measure. If the standard loading factor value is ≥ 0.5 , the research instrument is declared valid (Junaidi, 2021). The following are the results of testing the validity of research data using the AMOS application:

Table 3. Research Validity Test

Indicator	Loading Standard
MT1	,511
MT2	,577
MT3	,760
KI1	,668
KI2	,614
KI3	,718
KI4	,604
KI5	,707
WLB1	,862
WLB2	,845
WLB3	,884
K1	,814
K2	,770
K3	,817
K4	,755
KK1	,775
KK2	,803
KK3	,753
KK4	,811

Source: AMOS Application

Construct Reliability

The following is a table for the Construct Reliability (CR) value of each latent variable (construct) in the SEM analysis:

Table 3. Construct Reliability

Variable	CR Value
Talent Management	0,956
Internal Communications	0,965
Work Life Balance	0,991
Employee performance	0,989
Employee Satisfaction	0,989

Source: Microsoft Excel application

Based on the results of the validity test, where the standard loading factor values of all research variable indicators reach or exceed the threshold ≥ 0.5 , it can be concluded that all of these indicators are declared valid in measuring the desired variable.

Test Avc

The following table compares the Average Variance Extracted (AVE) values of each latent variable (construct) with a threshold value of 0.50:

Table 4. AVE test

Variable	AVE Value
Talent Management	0.885
Internal Communications	0.8845
Work Life Balance	0.972
Employee performance	0.961
Employee Satisfaction	0.959

Source: Microsoft Excel application

The results of the AVE test show that all the variables evaluated have an AVE (Average Variance Extracted) value that far exceeds the threshold of 0.50, which is usually used as a standard in measuring construct validity. This shows that all variables, namely Talent Management, Internal Communication, Work Life Balance, Employee Performance, and Employee Satisfaction, have a strong ability to explain variations or variants that exist in the construct being measured.

SEM-Amos Application Assumptions Test

Sample Size

At least the sample of the SEM-Amos program with the estimate ML technique, several researchers have a view of the range of the research sample size (Wijaya, 2009) and (Syamsul Bahri, 2021) using SEM analysis between 100-200 or at least five indicators. In this study using 190 samples, which means that it meets the assumption of sufficient sample size for SEM analysis.

Data Normality

The normality test can be seen from the c.r (critical ratio) value of the multivariate, where the data can be said to be normally distributed if the c.r value of the kurtosis multivariate is in the range of values between ± 2.58 (Siregar et al., 2021). The following are the results of the research data normality test using the AMOS application:

Table 5. Data Normality Test

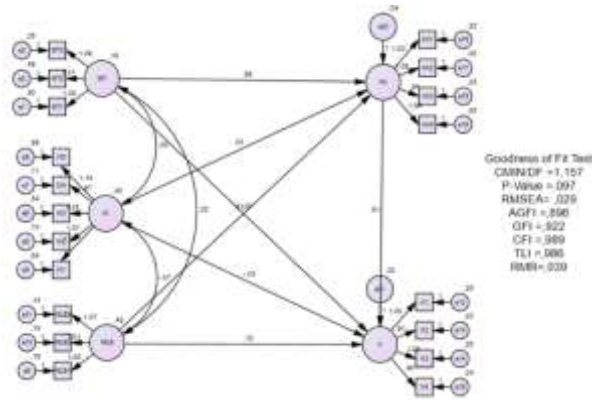
Variable	kurtosis	c.r.
KK4	-1,272	-3,580
KK3	-1,093	-3,074
KK2	-1,296	-3,646
KK1	-1,218	-3,428
K4	-1,200	-3,376
K3	-1,194	-3,358
K2	-1,177	-3,311
K1	-1,302	-3,663
WLB3	-1,338	-3,765
WLB2	-1,332	-3,747
WLB1	-1,206	-3,393
KI5	-,262	-,737
KI4	-,405	-1,141
KI3	-,360	-1,013
KI2	-,286	-,805
KI1	-,196	-,550
MT3	-,955	-2,686
MT2	-,135	-,380
MT1	-,397	-1,116
Multivariate	5,791	1,413

Source: Microsoft Excel application

Taking into account the information that the data is said to be normally distributed if the c.r value of the kurtosis multivariate is in the range of values between ± 2.58 , and the results of the normality calculation of the data have a c.r value of 1.4113, it is concluded that the data is considered as normally distributed data.

Evaluation of the Goodness of Fit Criteria

According to (Siregar et al., 2021, p. 23) states that overall Goodness of Fit can be assessed based on five criteria. However, researchers are not required to fulfill all of these criteria, this depends on the judgment or decision of each researcher. The following is a model of the Goodness of Fit Criteria for research data using the AMOS Application:



Source: AMOS Application

Figure 2. Evaluation of the Goodness of Fit Criteria

The following is an interpretation of the results of the Goodness of Fit Criteria Evaluation test:

Table 6. Results of the Goodness of Fit Criteria Evaluation Test

Test Statistics	Criteria Test	Results
CMin/DF	1,157	Good Fit
P-values	0,097	Good Fit
Adjusted Goodness of Fit (AGFI)	0,896	Moderat Fit
Goodness of Fit Index (GFI)	0,922	Good Fit
Comparative Fit Index (CFI)	0,989	Good Fit
Tucker Lewis Index (TLI)	0,986	Good Fit
Root Mean Square Error of Approximation (RMSEA)	0,029	Good Fit
Root Mean Square Residual (RMSR) or RMR	0,039	Good Fit

Source: AMOS Application

The results of the evaluation of the goodness of fit criteria show that overall the model has a good level of suitability with the existing data. Most of the test statistics, such as Cmin/DF, P-value, GFI, CFI, TLI, RMSEA, and RMSR, show a good level of conformity with predetermined criteria. Only in Adjusted Goodness of Fit (AGFI) there is a moderate level of conformity. Thus, based on the results of this evaluation, it can be concluded that the model has a good performance in explaining the relationship between the variables studied. Therefore, this research can be continued to the next stage for further analysis.

Hypothesis test

Immediate Effect Test

Hypothesis testing is a procedure carried out with the aim of deciding whether to accept or reject the hypothesis that has been proposed. If the Critical Ratio (C.R.) ≥ 1.967 or the probability value (P) ≤ 0.05 then H_0 is rejected (the research hypothesis is accepted) (Muhammad Ali Akbar, et al, 2023). The following are the results of the

Direct Effect Test using phase II data with Regression Weight research data using the AMOS Application:

Tabel 7. Regresion Weight

Variable	Estimate	S.E.	C.R.	P
MT → KK	0,588	0,204	2,883	0,004
KI → KK	0,027	0,050	0,554	0,579
WLB → KK	0,506	0,121	4,196	0,000
KK → K	0,810	0,266	3,040	0,002
MT → K	0,201	0,254	0,792	0,428
KI → K	-0,030	0,047	-0,632	0,527
WLB → K	0,100	0,155	0,644	0,520

Source: AMOS Application

The following is a re-conclusion of the results of the hypothesis testing of the direct effect between the independent variables and the dependent variable based on Critical Ratio (C.R.) ≥ 1.967 criteria or probability value (P) ≤ 0.05 : (1) Talent Management (MT) has a positive and significant effect on Employee Satisfaction (KK) with a C.R. of 2.883 (greater than 1.967) and a P-value of 0.004 (less than 0.05), so H1 is accepted. (2) Internal Communication (KI) has a positive and insignificant effect on Employee Satisfaction (KK) with a C.R. of 0.554 (less than 1.967) and a P-value of 0.579 (greater than 0.05), so H2 is rejected. (3) Work Life Balance (WLB) has a positive and significant effect on Employee Satisfaction (KK) with a C.R. of 4.196 (greater than 1.967) and a P-value of 0.000 (less than 0.05), so H3 is accepted. (4) Employee Satisfaction (KK) has a positive and significant effect on Employee Performance (K) with C.R. is 3.040 (greater than 1.967) and the P-value is below 0.002 (less than 0.05), so H4 is accepted. (5) Talent Management (MT) has a positive and insignificant effect on Employee Performance (K) with a C.R. of 0.792 (less than 1.967) and a P-value of 0.428 (greater than 0.05), so H5 is rejected. (6) Internal Communication (KI) has a negative and insignificant effect on Employee Performance (K) with a C.R. of -0.632 (less than 1.967) and a P-value of 0.527 (greater than 0.05), so H6 is rejected. (7) Work Life Balance (WLB) has a positive and insignificant effect on Employee Performance (K) with C.R. of 0.644 (less than 1.967) and a P-value of 0.520 (greater than 0.05), so H7 is rejected.

SEM Structural Equation

SEM is also used as a tool to confirm the structure. The results of the structural equation of the research variables and the coefficient values can be seen from the following SEM output:

Table 8. Coefficient of Determination of Y and Z Variables

Dependent Variable	Estimate
KK	,889
K	,939

Source: AMOS Application

Based on figure and table 8 above, the structural equation and coefficient values can be divided into two substructures, while the results are as follows: For the substructure equation 1, namely Employee Satisfaction is influenced by talent management, internal communication, and work life balance. The contribution of one of these variables to the variable Employee Satisfaction is 88.9%, so that there are still 11.1% of other factors that influence satisfaction but in this study were not examined. For substructure equation 2, employee performance is positively and significantly influenced by talent management, internal communication, work life balance and employee satisfaction, digital marketing, and service quality. The contribution of these three variables to the satisfaction variable is 93.9%, so that there are still 6.1% of other factors that affect employee performance but in this study were not examined.

Indirect Effect Test

The Sobel test can also be interpreted as a test to find out whether the relationship through a mediating variable is significantly capable of being a mediator in the relationship (Supriadi, 2022). As for testing the Sobel test using the z test with the following formula:

- a. Sobel Test The Effect of Talent Management on Employee Performance Through Employee Satisfaction at PT. Aru Raharja

The following are the results of the Sobel test on the influence of talent management on employee performance through employee satisfaction, namely:

Input:		Test statistic:	Std. Error:	p-value:
a	0.588	Sobel test: 2.09330652	0.22752521	0.0363218
b	0.810	Aroian test: 2.03619728	0.23390661	0.04173055
s _a	0.204	Goodman test: 2.1555073	0.22095959	0.03112216
s _b	0.266	Reset all	Calculate	

Source : <https://quantpsy.org/sobel/sobel.htm>

Figure 3. Sobel test results 1

In the Sobel test to test the effect of Talent Management on Employee Performance through Employee Satisfaction at PT. Aru Raharja, the calculated t value obtained is 2.093. The calculated t value (2.093 > 1.967), so the hypothesis that Employee Satisfaction mediates the relationship between Talent Management and Employee Performance can be accepted based on the results of this Sobel test. (H_a accepted).

- b. Sobel The Effect of Internal Communication on Employee Performance Through Employee Satisfaction at PT. Aru Raharja

The following are the results of the Sobel test, the effect of internal communication on employee performance through employee satisfaction, namely:

Input:		Test statistic:	Std. Error:	p-value:
a	0.027	Sobel test: 0.53170443	0.04113187	0.59493072
b	0.810	Aroian test: 0.50591381	0.04322871	0.61291716
s _a	0.050	Goodman test: 0.56188949	0.03892224	0.57419131
s _b	0.266	Reset all	Calculate	

Source : <https://quantpsy.org/sobel/sobel.htm>

Figure 4. Sobel test results 2

In the Sobel test to test the effect of Internal Communication on Employee Performance through Employee Satisfaction at PT. Aru Raharja, the calculated t value obtained is 0.531. The t value is (0.531 < 1.967), it can be concluded that the hypothesis that Employee Satisfaction does not mediate the relationship between Internal Communication and Employee Performance can be accepted based on the results of this Sobel test. (H_a rejected).

- c. Sobel Effect of Work Life Balance on Employee Performance Through Employee Satisfaction at PT. Aru Raharja

The following are the results of the Sobel test, the effect of internal communication on employee performance through employee satisfaction, namely:

Input:		Test statistic:	Std. Error:	p-value:
a	0.506	Sobel test: 2.4616308	0.16649938	0.0138307
b	0.810	Aroian test: 2.41688693	0.16958179	0.01565388
s _a	0.121	Goodman test: 2.50895541	0.16335882	0.01210888
s _b	0.266	Reset all	Calculate	

Source : <https://quantpsy.org/sobel/sobel.htm>

Figure 5. Sobel test results 3

In the Sobel test to test the effect of Work Life Balance on Employee Performance through Employee Satisfaction at PT. Aru Raharja, the calculated t value obtained is 2.461. The calculated t value (2.461 > 1.967), so the hypothesis that Employee Satisfaction mediates the relationship between Work Life Balance and Employee Performance can be accepted based on the results of this Sobel test. (H_a accepted).

Research Result Matrix

From the results of the SEM test, we can make the research results matrix shown in Table 4.8, as follows:

Table 9. Research Result Matrix

	hypothesis	Conclusion
H1	Talent Management Influences Employee Satisfaction at PT. Aru Raharja	Accepted
H2	Internal Communication Influences Employee Satisfaction at PT. Aru Raharja	Rejected
H3	Work Life Balance Influences Employee Satisfaction at PT. Aru Raharja	Accepted
H4	Talent Management Influences Employee Performance at PT. Aru Raharja	Rejected
H5	Internal Communication Influences Employee Performance at PT. Aru Raharja	Rejected
H6	Work Life Balance Influences Employee Performance at PT. Aru Raharja	Rejected
H7	Employee Satisfaction Influences Employee Performance at PT. Aru Raharja	Accepted
H8	Talent Management Influences Employee Performance Through Employee Satisfaction at PT. Aru Raharja	Accepted
H9	Internal Communication Influences Employee Performance Through Employee Satisfaction at PT. Aru Raharja	Rejected
10	Work Life Balance Influences Employee Performance Through Employee Satisfaction at PT. Aru Raharja	Accepted

Source: Processed by Researchers 2023

Discussion

H1 Talent Management Has a Positive and Significant Influence on Employee Satisfaction at PT. Aru Raharja.

Based on the results of data analysis it was concluded that Talent Management (MT) has a positive and significant influence on Employee Satisfaction (KK), so that the H1 hypothesis can be accepted. Even though Talent Management is implemented, the level of employee performance shows a significant difference. This shows that the existence of the Talent Management program can substantially improve the performance of employees in the company. This research is in line with (Suwaidi & Ardyanfitri, 2020) who concluded that proper talent management can increase employee satisfaction.

H2 Internal Communication Has No Positive and Not Significant Effect on Employee Satisfaction at PT. Aru Raharja.

Based on the results of data analysis it was concluded that, Internal Communication (IC) has a positive but not significant effect on Employee Satisfaction (KK), so the H2 hypothesis is rejected. The company is currently implementing ineffective internal communication between all levels of the organization. Employees receive less relevant and timely information about various aspects of the company,

including company policies, changes and developments. Communication that is not transparent and open can reduce the level of employee trust in management and the company as a whole. This research is in line with (Pratiwi, 2021) which concludes that the better internal communication does not have a significant effect on employee satisfaction partially.

H3 Work Life Balance Berpengaruh Positif dan Signofiian Terhadap Kepuasan Karyawan di PT. Aru Raharja.

Based on the results of data analysis it is concluded that Work Life Balance (WLB) has a positive and significant effect on Employee Satisfaction (KK), so that the H3 hypothesis can be accepted. In this company there is no variation in the work environment and different job demands for employees. Many employees experience a good level of Work Life Balance, resulting in minimal differences in their level of job satisfaction. This research is in line with (Lukman Cahyadi, 2020) who concluded that Work Life Balance Has a Significant Influence on Employee Satisfaction This means that high and low compensation will not affect the work balance of employees.

H4 Talent Management Has a Positive and Not Significant Impact on Employee Performance at PT. Aru Raharja.

Based on the results of data analysis it was concluded that Talent Management (MT) has a positive but not significant effect on Employee Performance (K), so the H4 hypothesis is rejected. The company may have a strong and effective employee development program in enhancing employee skills, knowledge, and competencies. With this program, employees can feel supported and motivated to improve their performance. This research is in line with (Wang, 2021) who concluded that Talent management has no effect on employee performance.

H5 Internal Communication Has a Negative and Not Significant Effect on Employee Performance at PT. Aru Raharja.

Based on the results of data analysis it was concluded that Internal Communication (IC) has a negative and insignificant effect on Employee Performance (K), so that hypothesis H5 is rejected. There are obstacles in internal communication in the company, such as information that is not conveyed clearly or the lack of opportunities to communicate openly between management and employees. This can hinder the positive influence of internal communication on employee performance. This research is in line with (Kurniasih, 2021) who concluded that the internal communication variable had no effect on the employee performance variable at the Banjar City Personnel, Education and Training Agency.

H6 Work Life Balance Has No Positive and Not Significant Effect on Employee Performance at PT. Aru Raharja.

Based on the results of data analysis it was concluded that, Work Life Balance (WLB) has a positive but not significant effect on Employee Performance (K), so the H6 hypothesis is rejected. The implementation of the Work Life Balance policy in the

Company may not be optimal or not fully implemented properly, so that the impact on employee performance is not felt. This research is in line with (Kembuan et al., 2021) who concluded that partially Work life balance has no significant effect on employee performance at PT. Bank Sulutgo Main Branch in Manado.

H7 Employee Satisfaction Has a Positive and Significant Influence on Employee Performance at PT. Aru Raharja.

Based on the results of data analysis it was concluded that Employee Satisfaction (KK) has a positive and significant influence on Employee Performance (K), so that the H7 hypothesis can be accepted. Employee Satisfaction can have an impact on the emotional state of employees. Satisfied employees tend to be in better moods and feel more positive about their jobs, which can affect overall performance. Employee Satisfaction can contribute to higher levels of employee loyalty and retention. Employees who are satisfied with their jobs tend to stay with the company longer and contribute more to achieving organizational goals. This research is in line with (Arifianto, 2021) which concludes that there is a strong and significant positive effect between Employee Satisfaction on employee performance. Employee Satisfaction has a strong and significant positive influence on employee performance when employees are satisfied with their jobs, they tend to perform better.

H8 Talent Management Influences Employee Performance Through Employee Satisfaction at PT. Aru Raharja.

In the mediation type test, full mediation occurs when the effect of the independent variable (X) on the dependent variable (Y) is fully explained by the mediator (M). In this context, the results show that there is full mediation between Talent Management (MT) and Employee Performance (K) through Employee Satisfaction (KK). That is, the direct effect of MT on K is no longer significant when Employee Satisfaction is in the equation, so that the H8 hypothesis can be accepted. The influence of Talent Management on Employee Performance has been transmitted through the level of Employee Satisfaction. This means that talent management and employee satisfaction have a strong role in influencing the performance of employees in the company. This research is in line with (Ayu et al., 2023) who concluded that Talent Management Has a Positive and Significant Influence on Employee Performance. And also in line with (Arifianto, 2021) who concluded that there is a strong and significant positive effect between employee satisfaction on employee performance.

H9 Internal Communication Has No Positive and Significant Influence on Employee Performance Through Employee Satisfaction at PT. Aru Raharja.

No mediation occurs when the effect of the independent variable (X) on the dependent variable (Y) is not explained by the mediator (M). In this context, the results show that there is no mediation between Internal Communication (IC) and Employee Performance (K) through Employee Satisfaction (KK). That is, the effect of KI on K is not changed by employee satisfaction, so that the H9 hypothesis can be rejected. Poor

Internal Communication in the company has a negative impact on Employee Satisfaction, which in turn increases employee performance. Ineffective and open communication between management and employees cannot help build trust, facilitate understanding of organizational goals, and provide employees with the support they need to achieve higher performance goals. This research is in line with (Kurniasih, 2021) who concluded that the internal communication variable had no effect on the employee performance variable at the Banjar City Personnel, Education and Training Agency. This research is in line with (Ganiya, 2021) Internal Communication Has a Significant Positive Influence on Employee Satisfaction Variables. And this research is also in line with (Arifianto, 2021) There Is A Strong And Significant Positive Influence Between Employee Satisfaction On Employee Performance.

H10 Work Life Balance Influences Employee Performance Through Employee Satisfaction at PT. Aru Raharja

In the mediation type test, full mediation occurs when the effect of the independent variable (X) on the dependent variable (Y) is fully explained by the mediator (M). In this context, the results show that there is a full mediation between Work Life Balance (WLB) and Employee Performance (K) through Employee Satisfaction (KK). That is, the direct effect of WLB on K is no longer significant when Employee Satisfaction is in the equation, so that the H10 hypothesis can be accepted. Work Life Balance directly has a significant influence on Employee Performance through Employee Satisfaction. Work Life Balance is important for employee welfare and can have a positive impact on their satisfaction, the results of this study indicate that Work Life Balance is a significant mediating factor in influencing employee performance. This research is in line with (Lukman Cahyadi, 2020) which concludes that Work Life Balance Has a Significant Influence on Employee Satisfaction. This means that the level of compensation will not affect the work balance of employees. And this research is also in line with (Irma Kusuma Fitri, 2021) which concludes that Employee Satisfaction Has a Negative Effect on Employee Performance

D. Conclusions

Based on the results of the discussion above, the conclusions of the researchers are as follows: (1) Talent Management has a positive and significant influence on Employee Satisfaction at PT. Aru Raharja. This shows that the more attention paid to talent management within the company, the higher the level of employee satisfaction at PT. Aru Raharja. (2) Internal Communication has a positive influence, although not significant, on Employee Satisfaction at PT. Aru Raharja. Although there is a positive relationship between internal communication and employee satisfaction, this relationship is not strong enough to be significant in this study. (3) Work Life Balance has a positive and significant effect on employee satisfaction at PT. Aru Raharja. That is, the more balanced between work life and personal life of employees, the higher the level of employee satisfaction. (4) Although Talent Management has a positive

influence on Employee Performance at PT. Aru Raharja, but this influence is not significant. This indicates that other factors can also affect employee performance besides talent management. (5) Internal Communication has a negative and insignificant effect on Employee Performance at PT. Aru Raharja.

These results indicate that the internal communication aspect does not have a strong impact on employee performance. (6) Work Life Balance has a positive influence on Employee Performance at PT. Aru Raharja, but this influence is not significant. This indicates that although work life balance can affect employee performance, other factors also play a role in improving employee performance. (7) Employee Satisfaction of PT. Aru Raharja has a positive and significant influence on employee performance at PT. Aru Raharja. The higher the level of employee satisfaction, the higher the employee performance. (8) Employee Satisfaction of PT. Aru Raharja became a mediator between Talent Management and Employee Performance at PT. Aru Raharja. The direct effect of Talent Management on Employee Performance becomes insignificant when Employee Satisfaction acts as an intermediary. This shows that Employee satisfaction plays a role in linking talent management and performance. (9) There is no mediation between Internal Communication and Employee Performance of PT. Aru Raharja through Employee Satisfaction. That is, internal communication does not affect the influence between employee satisfaction and employee performance and (10) Work Life Balance becomes a mediator between Work Life Balance and Employee Performance at PT. Aru Raharja. The direct effect of Work Life Balance on Employee Performance becomes insignificant when Employee Satisfaction acts as an intermediary. This confirms that employee satisfaction has an important role in linking work life balance and performance.

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