

The Role of Communication Satisfaction in Improving the Effectiveness of Communication and Organizational Performance of Family Planning Extension Centers

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ABSTRACT

The Family Planning Program (FP) is one of the Government's efforts to improve community welfare, through child birth regulation. This study aims to analyze the effect of communication satisfaction on communication effectiveness and organizational performance of FP extension centers. This study is descriptive explanatory using statistical analysis and survey design. The Slovin formula is used to determine the number of samples, with a total sample of 430 samples and the sampling technique used is stratified random sampling. There is a positive and significant influence of communication satisfaction on the effectiveness of organizational communication in the FP extension center and the organizational performance of the FP extension center. Central and local governments, as well as other related parties in order to pay attention to the communication satisfaction in improving the effectiveness of communication and organizational performance of FP extension centers.

Keywords: communication effectiveness, communication satisfaction, FP extension center.

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INTRODUCTION

In general, the social problems faced by Indonesia are the relatively high poverty rate, Ferezagia (2018) concluded that there are still many provinces in Indonesia that have a high percentage of poor people. Since 1970, the Government has developed the Family Planning (FP) Program as an effort to improve community welfare. Alfian et al. (2021) stated that the FP Program is implemented through integrated programs aimed at supporting efforts to improve the standard of living and welfare of the community and to achieve other development goals. According to Sarmita (2017) The FP Program through child birth control aims to focus family spending on education and health costs in order to improve the quality of competitive human resources which can ultimately improve welfare .

Family Planning Program counseling at the field level is implemented and controlled through Family Planning Extension Centers (FPEC) (Rezillah et al., 2018; Hakim, 2018; Inayah, 2021). The obstacles in achieving the targets of the FP Program through FPEC began when Law Number 32 of 2004 concerning Regional Government was enacted, which required the delegation of Personnel, Financing, Equipment and Documentation (PFED) by the central government to the regency/city government (Purwaningsih, 2012). This delegation has an impact on the organizational structure and nomenclature of FPEC (Alfian et al., 2021).

Each FPEC organization has an individual who acts as the head or leader of the organization, while other individuals act as members. The existence of individuals in the FPEC organization requires good organizational communication. Several studies have shown that one important aspect in organizational communication is the

effectiveness of organizational communication (Kuswarno, 2001; Nurrohim and Anatan, 2009; Damayanti and Efrina, 2021; Purwatiningsih, 2021).

Devito (1997), stated that communication between humans in an organization will be effective if it contains the following characteristics: (1) there is support, namely an open situation between the communicator and the communicant, so that they have the same understanding and understand each other; (2) there is openness created between the communicator and the communicant; (3) there is empathy, so that the communicator projects himself towards the communicant, ultimately influencing the communicant's attitude; (4) there is equality, so that closer communication is created between the communicator and the communicant; (5) there is a positive feeling, so that a conducive communication situation is created between the communicator and the communicant, ultimately the communicant acts according to what the communicator says.

The effectiveness of communication within an organization plays an important role in achieving performance (Wiratama et al., 2017). Meanwhile, organizational performance is formed from the expertise of individual members of the organization, willing to work according to the agreement, have hopes for a better future (Agustina et al., 2019), while the performance of the FPEC organization in this study, one of which is indicated by the quality of service to the community as partners or clients of the FPEC organization. Adlen et al. (2018) stated that the success of an organization can be measured by the level of satisfaction felt by partners or clients of the organization. Aditama and Widowati (2017) stated that organizational performance is the ability of an organization to carry out every task entrusted to the organization to achieve the goals, objectives, vision and mission of the organization that have been determined. Organizational performance does not only focus on achieving results or goals, but also emphasizes the implementation process and resources to achieve its goals.

Down and Hazen (1977) stated that communication satisfaction is individual satisfaction that influences the communication aspects in the organizational environment. Fefni (2017) stated that communication satisfaction has an important role in improving performance, because communication satisfaction is satisfaction with information, media and relationships in the organization. While communication satisfaction in this study is expanded, namely communication satisfaction with the atmosphere within the organization, organizational leaders, organizational integration, media quality, horizontal informal communication, general organizational perspective, individual feedback and leadership communication to members of the organization.

Based on the various descriptions, this study will at least fill 3 (three) research gaps, namely: first, at the conceptual level, this study develops the concept of forming the research variables used, including the variable formation of communication satisfaction and organizational communication effectiveness and organizational performance of the FPEC. Second, at the theoretical level, this study formulates the direct and indirect influence of the communication satisfaction variable on the effectiveness of communication and organizational performance of the FPEC. Third, at the practical level, this study provides strategic recommendations for improving the effectiveness of communication and organizational performance of the FPEC organization through the role of communication satisfaction.

This research was conducted in Cianjur Regency and Indramayu Regency, West Java Province, Indonesia, with the aim of: (1) describe the characteristics of individual Family Planning Extension Field Workers (FPEFW) who were respondents in the FPEC organizations in Cianjur Regency and Indramayu Regency, West Java Province, Indonesia, (2) describe and analyze communication satisfaction in the FPEC organizations, (3) analyze the direct influence of communication satisfaction on the effectiveness of communication and organizational performance of the FPEC organizations, and (4) analyze the indirect influence of communication satisfaction on organizational performance through the effectiveness of the FPEC organizational communication.

The selection of the research location was based on the consideration that Cianjur Regency is a national strategic area, which always receives the highest attention (Ibrahim and Prakoso, 2016) and Indramayu Regency is a strategic area in West Java Province which is a center of trade and has developed very rapidly and is characterized by an urban area (Anggraeni and Maulana, 2019).

RESEARCH METHOD

This research is descriptive explanatory, which is a research that aims to describe, evaluate and explain the relationship between research variables through hypothesis testing (Singarimbun and Effendi, 2006). This research uses statistical analysis and survey design, with a time horizon of once in one period (cross sectional studies) which is conducted based on primary data using a questionnaire instrument and supported by available secondary data. According to Creswell (2020), the world-view of quantitative research is positivistic where quantitative research tests a theory by detailing specific hypotheses and then collecting data to support or refute these hypotheses. Based on this, it can be said that the paradigm used in this study is a positivistic paradigm.

The population of FPEFW was taken from 10 (ten) FPECs that were sampled, with a total population of FPEFW of 930 peoples. This study determines the number of samples using the Slovin formula (Setiawan, 2007), so that a total sample of 430 samples were obtained. The technique for determining the sample of FPEFW uses the stratified random sampling technique or multilevel random sampling, namely sampling that involves a stratification process based on various factors, and it is known that a stratum is homogeneous from within but heterogeneous with other strata, then samples are randomly taken from each stratum (Sekaran and Bougie, 2010).

The data used in this study are primary data and secondary data. According to Sekaran and Bougie (2010), primary data is information obtained by researchers from respondents using instruments, which are used to achieve specific research objectives. Primary data collection was carried out from January to June 2023, obtained through a questionnaire instrument. The questionnaire instrument trial was conducted on 30 FPEFW at the FPEC which was not a research sample and was located in Cianjur Regency in November 2022. The selection of the instrument trial location at that location was because it had relatively the same respondent criteria as the research object.

Descriptive statistical analysis is used in this study to determine the descriptive of the variables used. The results of the descriptive analysis are presented in the form of tables, with the frequency table technique. To test the descriptive analysis, the Microsoft Excel 2013 and SPSS version 26 for Windows software were used. All variables are interpreted as results into the categories of not good, quite good, good and very good. Besides descriptive analysis, also used Partial Least Square-Structural Equation Model (PLS SEM) analysis which aims to test several dependency relationships partially and simultaneously, using available data to estimate path relationships in a model (Hair et al., 2014). Ghazali and Latan (2020) stated that PLS-SEM is an analysis method used to explain whether or not there is a relationship between latent variables (prediction) and can also be used to confirm the theory. This study uses SmartPLS 3.0 software for PLS-SEM testing.

Based on the results of the validity and reliability tests, it is known that this research instrument is generally valid and reliable. The validity value of the instrument is in the range of 0.417 to 0.997 (significant at α 0.05 and 0.01), meaning that the measuring instrument used is valid or can be trusted to measure the variables used in this study. The reliability value also shows a reliable value, this is indicated by the Cronbach's alpha value which exceeds the minimum value set, which is 0.600, in the range of 0.627 to 0.996, which means that this research instrument is reliable or can be relied on. Thus, all variables in the research instrument show valid and reliable results, meaning that the instrument can be used further to obtain precise and accurate field data.

RESULTS AND DISCUSSION

Individual Characteristics of FPEFW

The results of the descriptive statistical analysis of the characteristics of respondents by gender category showed that the majority of respondents were female at 89.8 percent or 386 respondents, while the male gender was only 10.2 percent or 44 respondents (Table 1). This result indicates that the majority of members of the organization at the FPEC are women. This finding confirms that the FP program implemented by the FPEC organization is implemented by the majority of women, because the target of the FP program is still dominated by women (Bunyamin 2014).

Bunyamin (2014) further concluded that male participation in the implementation of FP program is still very low due to the implementation of the FP program which was initially directed at women (mothers), and this habit still exists today, as well as the suboptimal communication, information and education (CIE) activities for men or husbands.

Table 1. Frequency and percentage distribution of individual characteristics of FPEFW

| No | Respondent Characteristics | Frequency | | | Total Percentage (percent) | Total Average |
|----|---|-----------|-----------|-------|-------------------------------|------------------|
| | | Cianjur | Indramayu | Total | | |
| 1 | Gender | | | | | |
| | - Man | 19 | 25 | 44 | 10.2 | |
| | - Woman | 209 | 177 | 386 | 89.8 | - |
| | Total | 228 | 202 | 430 | 100 | |
| 2 | Membership status | | | | | |
| | - FPEFW Civil Servants/Non-Civil Servants | 8 | 20 | 28 | 6.5 | - |
| | - Village Family Planning Cadre | 220 | 182 | 402 | 93.5 | |
| | Total | 228 | 202 | 430 | 100 | |
| 3 | Age | | | | | |
| | - 17 to 25 years old | 10 | 10 | 20 | 5 | |
| | - 26 to 34 years old | 51 | 56 | 107 | 25 | |
| | - 35 to 43 years old | 89 | 74 | 163 | 38 | 39.91 |
| | - 44 to 52 years old | 56 | 46 | 102 | 24 | |
| | - 53 to 61 years | 22 | 16 | 38 | 9 | |
| | Total | 228 | 202 | 430 | 100 | |
| 4 | Length of education | | | | | |
| | - 0 to 6 years | 16 | 12 | 28 | 7 | |
| | - 7 to 9 years | 55 | 37 | 92 | 21 | |
| | - 10 to 12 years | 128 | 88 | 216 | 50 | 11.9 |
| | - 13 to 15 years | 4 | 7 | 11 | 3 | |
| | - 16 to 18 years | 25 | 58 | 83 | 19 | |
| | Total | 228 | 202 | 430 | 100 | |
| 5 | Length of work | | | | | |
| | - 0 to 1 year | 8 | 13 | 21 | 5 | |
| | - 2 to 8 years | 132 | 120 | 252 | 59 | |
| | - 9 to 15 years | 69 | 57 | 126 | 29 | 7.65 |
| | - 16 to 22 years | 12 | 6 | 18 | 4 | |
| | - 23 to 29 years old | 7 | 6 | 13 | 3 | |
| | Total | 228 | 202 | 430 | 100 | |

Source: Processed from primary data (2023)

Based on the membership status of the FPEC organization, which consists of status as a a civil servant/non-civil servant FPEFW and as a village family planning cadres, it is known that the majority of respondents are village family planning cadres, namely 93.5 percent or 402 respondents, while civil servant/non-civil servant FPEFW were only 6.5 percent or 28 respondents (Table 1).

This very large percentage of cadres indicates that the organization in the FPEC involves many cadres to implement the FP program. The number of cadres can also support the performance of the FPEC through organizational communication created in the FPEC. Devi *et al.* (2016) stated that good communication or interaction between civil servant/non-civil servant FPEFW can increase the capacity of village family planning cadres in implementing the FP program. Communication between civil servant/non-civil servant FPEFW and village family planning cadres can be done through meetings at the FPEC.

The age of respondents is known to be in the range of 21 to 61 years with an average age of respondents of 39.91 or almost 40 years. Descriptive analysis testing was carried out using a 5 (five) class frequency table, and the value interval is 8. Based on the results of the descriptive analysis presented in the form of a frequency table, it is known that the age of respondents under 25 years is only 5 percent or 20 respondents. The age of respondents who are in the age range of 26 to 34 years is 25 percent or 107 respondents and the highest is in the age range of 35 to 43 years, namely 38 percent or 163 respondents. In the age range of 44 to 52 years, the percentage of respondents is 24 percent or 102 respondents, and only 9 percent or 38 respondents are in the age range of 53 to 61 years (Table 1).

Length of work as a characteristic of respondents attached to FPEFW as members of the organization in the FPEC, it is known that the lowest length of work is 1 year, the highest is 28 years and the average is 7.65 or almost 8 years. Descriptive analysis conducted with a frequency table, it is known that by using 5 (five) classes, the value interval is 6. Length of service with the lowest percentage is 3 percent or 13 respondents in the range of 23-29 years.

Length of work with the highest percentage is 59 percent or 252 respondents in the range of 2 to 8 years (Table 1). These results indicate that the majority of respondents have worked for quite a long time as FPEFW in the FPEC organization.

Demographic profile consisting of age, length of education and length of work shows that the respondents are at a fairly productive age and only a small portion will reach retirement age, the majority of education is at senior high school level or equivalent and the length of work of most respondents or more than 50 percent have worked for up to 8 years. This shows that members of the FPEC organization are at a fairly productive age, with sufficient educational background and work experience.

Descriptive Variables of Communication Satisfaction

The communication satisfaction of FPEFW consists of indicators of communication atmosphere, communication with leaders, information within the organization, media quality and horizontal informal communication and general information of the organization. The level of communication satisfaction of FPEFW is measured based on dissatisfied, quite satisfied, satisfied and very satisfied. Based on descriptive analysis, it is known that the communication atmosphere with the head of the FPEC, fellow FPEFW, the general public, work partners (midwives), work partners (village heads), work partners (sub-district heads), work partners (village supervisory non-commissioned officer) and work partners (sub-district office of religious affairs) shows results that are generally at the level of satisfaction. The level of satisfaction of the communication atmosphere at the level of satisfaction has values of 45.8%, 44.9%, 49.3%, 50.0%, 47.7%, 43.0%, 38.6%, and 42.6% (Table 2), so it can be said that some of the FPEFW feel satisfied with the communication atmosphere created within the FPEC organization. While the rest mostly feel quite satisfied and very satisfied with the communication atmosphere, and those who feel dissatisfied are very small. These results confirm that a satisfied communication atmosphere supports the communication satisfaction of FPEFW in the FPEC.

Table 2. Descriptive analysis of satisfaction with communication atmosphere

| Statement | Not satisfied (%) | Quite Satisfied (%) | Satisfied (%) | Very satisfied (%) |
|--|-------------------|---------------------|---------------|--------------------|
| Satisfaction with the communication atmosphere, with: | | | | |
| 1) Head of FPEC | 0.5 | 20.0 | 45.8 | 33.7 |
| 2) fellow FPEFW | 0.0 | 23.5 | 44.9 | 31.6 |
| 3) general public (target) | 0.7 | 30.5 | 49.3 | 19.5 |
| 4) work partner (midwife) | 0.5 | 25.5 | 50.0 | 24.0 |
| 5) working partner (village head) | 1.2 | 27.2 | 47.7 | 24.0 |
| 6) working partner (sub-district head) | 1.6 | 35.6 | 43.0 | 19.8 |
| 7) work partner (village supervisory non-commissioned officer) | 1.6 | 42.1 | 38.6 | 17.7 |
| 8) working partner (sub-district office of religious affairs) | 2.8 | 39.1 | 42.6 | 15.6 |

Source: Processed from primary data (2023)

Communication satisfaction with head of the FPEC is assessed based on the existence of guidance at work, openness of information, and work direction. FPEFW feel satisfied with the satisfaction of communication with head of the FPEC because of guidance in working, which is 46.3%, feel satisfied with openness of information by 44.5% and feel satisfied with work direction from head of the FPEC by 46.1% and only a small portion feel dissatisfied with the respective values of 0.9%, 0.7% and 0.2% (Table 3). These results confirm that FPEFW who feel satisfied with communication with head of the FPEC can support the communication satisfaction of FPEFW.

Table 3. Descriptive analysis of communication satisfaction with leaders

| Statement | Not satisfied (%) | Quite Satisfied (%) | Satisfied (%) | Very satisfied (%) |
|--|-------------------|---------------------|---------------|--------------------|
| Satisfaction with communication with head of the FPEC, due to: | | | | |
| 1) guidance at work | 0.9 | 25.4 | 46.3 | 27.4 |
| 2) openness of information | 0.7 | 26.0 | 44.5 | 28.8 |
| 3) work instructions | 0.2 | 25.6 | 46.1 | 28.1 |

Source: Processed from primary data (2023)

Satisfaction with information within the organization about work implementation plans, organizational policies, and co-worker conditions, is an indicator that forms the variable of FPEFW communication satisfaction. The level of satisfaction with information in the organization is at a satisfied level with a percentage of 49.8% on information about work implementation plans, 41.8% on information about organizational policies and 49.0% on information

about co-worker conditions, while those who are dissatisfied are very small in percentage (Table 4). FPEFW who are satisfied with information in the organization form FPEFW communication satisfaction, which can ultimately create organizational communication effectiveness and performance development .

Table 4. Descriptive analysis of communication satisfaction with information in the organization

| Statement | Not satisfied (%) | Quite Satisfied (%) | Satisfied (%) | Very satisfied (%) |
|---|-------------------|---------------------|---------------|--------------------|
| Communication satisfaction with information within the organization, regarding: | | | | |
| 1) work implementation plan | 0.0 | 31.6 | 49.8 | 18.6 |
| 2) organizational policy | 0.0 | 39.8 | 41.8 | 18.4 |
| 3) co-worker conditions | 0.7 | 31.2 | 49.0 | 19.1 |

Source: Processed from primary data (2023)

The quality of media used in communication in the form of written instructions from head of the FPEC, face-to-face meetings, and virtual meetings can shape the communication satisfaction of FPEFW. Based on Table 5, it is known that almost the majority of FPEFW are satisfied with the percentage of satisfaction of 45.3% for written instructions from head of the FPEC, 45.3% for face-to-face meetings and 45.1% for virtual meetings, and only a few are dissatisfied, which is in the range of 1.9-2.8% (Table 5). Satisfaction with the overall quality of media can shape the communication satisfaction of FPEFW.

Table 5. Descriptive analysis of satisfaction with media quality

| Statement | Not satisfied (%) | Quite Satisfied (%) | Satisfied (%) | Very satisfied (%) |
|---|-------------------|---------------------|---------------|--------------------|
| Satisfaction with the quality of media used in: | | | | |
| 1) written instructions from head of the FPEC | 2.1 | 34.0 | 45.3 | 18.6 |
| 2) face to face meeting | 1.9 | 30.0 | 45.3 | 22.8 |
| 3) virtual meeting | 2.8 | 40.7 | 45.1 | 11.4 |

Source: Processed from primary data (2023)

Horizontal informal communication, regarding the condition of co-workers, work partners, and local communities is one of the indicators that can form the satisfaction of communication of FPEFW. The horizontal position between FPEFW and fellow workers is clearly visible, but with work partners it is used as a horizontal position because basically work partners and the community are on the same level as FPEFW. The results obtained for the horizontal informal communication indicator, FPEFW who are satisfied with co-workers are 44.4%, work partners 46.1%, and the community in the work area 40.9%, while those who are dissatisfied are very small percentages of only 0.2%, 0.0% and 0.7% for each horizontal information communication with co-workers, work partners and the community in the work area (Table 6). These results indicate that FPEFW who are satisfied with horizontal informal communication support the creation of communication satisfaction.

Table 6. Descriptive analysis of satisfaction with horizontal informal communication

| Statement | Not satisfied (%) | Quite Satisfied (%) | Satisfied (%) | Very satisfied (%) |
|--|-------------------|---------------------|---------------|--------------------|
| Satisfaction with horizontal informal communication, regarding the condition of: | | | | |
| 1) co-workers | 0.2 | 33.8 | 44.4 | 21.6 |
| 2) work partners | 0.0 | 33.0 | 46.1 | 20.9 |
| 3) community in the work area | 0.7 | 42.6 | 40.9 | 15.8 |

Source: Processed from primary data (2023)

FPEFW communication satisfaction can also be formed from general information about the organization about new policies, organizational goals, and organizational work programs. Table 7 shows that 47.0% of FPEFW feel quite satisfied and 39.3% are satisfied with general information about new policies, 42.1% of FPEFW feel quite satisfied and 46.7% are satisfied with general information about organizational goals, 40.7% of FPEFW feel quite satisfied and 44.2% are satisfied with general information about organizational work programs (Table 7). The results indicate that in general FPEFW feel quite satisfied and satisfied with general organizational information that can create communication satisfaction.

Table 7. Descriptive analysis of satisfaction with general organizational information

| Statement | Not satisfied (%) | Quite Satisfied (%) | Satisfied (%) | Very satisfied (%) |
|---|-------------------|---------------------|---------------|--------------------|
| Satisfaction with general information of the organization, regarding: | | | | |
| 1) there is a new policy | 3.7 | 47.0 | 39.3 | 10.0 |
| 2) organizational goals | 1.2 | 42.1 | 46.7 | 10.0 |
| 3) organization work programs | 2.1 | 40.7 | 44.2 | 13.0 |

Source: Processed from primary data (2023)

There is communication on individual feedback from the head of the FPEC for individual work assessment, before, during and after the individual performance assessment is carried out. This feedback is very important for FPEFW in order to foster and improve the potential of individual FPEFW. Based on Table 8, it is known that individual feedback from the head of the FPEC for work assessment felt by FPEFW before it was carried out was quite satisfied by 46.5% and satisfied by 39.5%, when it was carried out it was quite satisfied by 36.8% and satisfied by 46.7%, when it was carried out it was quite satisfied by 33.3% and satisfied by 45.1%, while those who were not satisfied had a very small percentage, namely 1.6% before it was carried out, 0.2% when it was carried out and 0.7% after it was carried out. These results illustrate that FPEFW have been quite satisfied and satisfied with communication on individual feedback from the head of the FPEC for individual performance assessment, which can support the creation of communication satisfaction. The existence of satisfaction with individual feedback indicates that individual performance assessment has gone well.

Table 8. Descriptive analysis of satisfaction with individual feedback

| Statement | Not satisfied (%) | Quite Satisfied (%) | Satisfied (%) | Very satisfied (%) |
|--|-------------------|---------------------|---------------|--------------------|
| Satisfaction with individual feedback from head of the FPEC, when: | | | | |
| 1) before it is implemented | 1.6 | 46.5 | 39.5 | 12.3 |
| 2) implementation | 0.2 | 36.8 | 46.7 | 16.3 |
| 3) after being implemented | 0.7 | 33.3 | 45.1 | 20.9 |

Source: Processed from primary data (2023)

Communication from the head of the FPEC to the FPEFW, which is used during informal settings and informal meetings and when responding to members of the organization can form communication satisfaction. Based on Table 9, it is known that the FPEFW who feel quite satisfied and satisfied with the head of the FPEC communication during informal settings are 28.3% and 50.7% respectively, during informal meetings the FPEFW feel quite satisfied and satisfied with the head of the FPEC communication with percentages of 28.6% and 52.6% respectively, when responding to members of the organization the FPEFW feel quite satisfied and satisfied with the head of the FPEC communication with percentages of 31.6% and 51.6% respectively. These results provide an illustration that the FPEFW in general have felt quite satisfied and satisfied with the head of the FPEC communication to support the creation of communication satisfaction.

Table 9. Descriptive analysis of satisfaction with head of the FPEC communication towards FPEFW

| Statement | Not satisfied (%) | Quite Satisfied (%) | Satisfied (%) | Very satisfied (%) |
|--|-------------------|---------------------|---------------|--------------------|
| Satisfaction with head of the FPEC communication towards FPEFW, at the time: | | | | |
| 1) informal atmosphere | 1.2 | 28.3 | 50.7 | 19.8 |
| 2) informal meeting | 0.7 | 28.6 | 52.6 | 18.1 |
| 3) responding to members of the organization | 0.5 | 31.6 | 51.6 | 16.3 |

Source: Processed from primary data (2023)

The Influence of Communication Satisfaction on the Effectiveness of Organizational Communication at the Family Planning Extension Center

Based on the PLS-SEM analysis using *SmartPLS 3.0 software*, the effect of communication satisfaction of FPEFW on the effectiveness of organizational communication in the FPEC can be written in the form of an equation for the effectiveness of organizational communication in the FPEC = (0.703 × communication satisfaction of FPEFW) +

error . This model explains that the variable of communication satisfaction of FPEFW has an effect of 0.703 on the effectiveness of organizational communication in the FPEC, which means that every change in the variable of communication satisfaction of FPEFW will increase the variable of the effectiveness of organizational communication in the FPEC by 0.703 standard deviations.

Hypothesis testing (with $\alpha=0.01$), to determine the direct influence of the variable of communication satisfaction of FPEFW on the effectiveness of organizational communication at the FPEC partially as follows:

$H_0 : \delta_1 \leq 0$: There is no positive and significant influence on the satisfaction of communication of field line personnel. on the effectiveness of organizational communication in the FPEC partially

$H_1 : \delta_1 > 0$: There is a positive and significant influence on the satisfaction of communication of field line personnel. on the effectiveness of organizational communication in the FPEC partially

The hypothesis testing uses t-test statistics (Table 10). The results of the hypothesis testing show that the influence of the variable of communication satisfaction of FPEFW on the variable of organizational communication effectiveness in the FPEC is positive at 0.703 with a large influence. The t-count value is 15.838 which is greater than the t-table value (1.648), so it can be concluded that H_0 is rejected, meaning that there is a positive and significant influence of communication satisfaction of FPEFW on the effectiveness of organizational communication in the FPEC partially.

In line with the results of this study, Pratiwi and Elsa (2016) stated that there is a positive influence of communication satisfaction on leadership effectiveness. The existence of employee loyalty, employee involvement and organizational commitment can be formed due to the effectiveness of communication in the organization. Goenawan (2017) revealed that there is an influence of communication satisfaction on employee loyalty, where employee loyalty is an affective commitment that can be caused through the effectiveness of relationships in the organization. In addition to communication satisfaction being related to employee involvement, Jaupi and Llaci (2015) through research with a quantitative approach found that communication satisfaction is related to employee involvement. Tripathi and Agarwal (2017) explained that the dimensions of communication satisfaction are significantly related to affective and normative commitment.

Table 10. Partial test of the influence of communication satisfaction variables on the effectiveness of organizational communication at the FPEC.

| Latent variables | Influence Coefficient Value | t | t-table | p-value | Information |
|--|-----------------------------|--------|---------|---------|-------------|
| Communication satisfaction → Effectiveness of organizational communication | 0.703 | 15,838 | 1,648 | 0,000* | Significant |

Note: *significant with $\alpha=0.01$

Source: Processed from primary data (2023).

The Influence of Communication Satisfaction on the Organizational Performance of the Family Planning Extension Center

Based on the PLS-SEM analysis using *SmartPLS 3.0 software*, the effect of communication satisfaction on the performance of the FPEC organization can be written in the form of an equation for the performance of the FPEC organization = (0.227 × FPEFW communication satisfaction) + *error* . This model explains that the variable of FPEFW communication satisfaction has an effect of 0.227 on the performance of the FPEC organization, which means that a change of one standard deviation in the variable of FPEFW communication satisfaction will increase the variable of the FPEC organization performance by 0.227 standard deviations.

Testing the influence hypothesis (with $\alpha=0.01$), to determine the direct influence of the variable of communication satisfaction of FPEFW on the organizational performance of the FPEC partially as follows:

$H_0 : \delta_1 \leq 0$: There is no positive and significant influence of the communication satisfaction of FPEFW on the organizational performance of the FPEC partially.

$H_1 : \delta_1 > 0$: There is a positive and significant influence of the communication satisfaction of FPEFW on the organizational performance of the FPEC partially.

The hypothesis testing uses t-test statistics (Table 11). The results of the hypothesis testing show that the influence of the variable of communication satisfaction of FPEFW on the organizational performance variable of the FPEC is positive at 0.227 with a large influence. The t-count value is 3.419 which is greater than the t-table value (1.648), so

it can be concluded that H0 is rejected, meaning that there is a positive and significant influence of communication satisfaction of FPEFW on the organizational performance of the FPEC partially.

In agreement with the results of this study, Riyantini and Triyono (2016) also concluded that the variable of communication satisfaction has a positive and significant effect on employee performance. Arifin (2005) concluded that the communication satisfaction variable has a positive and significant effect on individual employee performance. In line with these findings, research by Wijayanti *et al.* (2016) also concluded that the performance of individual educators is positively and significantly influenced by the communication satisfaction variable. Recent research by Darmadi (2021) also shows a positive and significant effect of communication satisfaction on the performance of state civil servants. This shows that the higher the communication satisfaction, the higher the individual performance, where individual performance will cumulatively form organizational performance.

Table 11. Partial test of the influence of communication satisfaction variables on the organizational performance of family planning extension centers

| Latent variables | Influence Coefficient Value | t | t-table | p-value | Information |
|--|-----------------------------|-------|---------|---------|-------------|
| Satisfaction of communication of FPEFW → Organizational performance of FPEC | 0.227 | 3,419 | 1,648 | 0.001* | Significant |

Note: *significant with $\alpha=0.01$

Source: Processed from primary data (2023)

The Influence of Communication Satisfaction on the Organizational Performance of the Family Planning Extension Center through the Effectiveness of Organizational Communication as a Mediating Variable

Based on the PLS-SEM analysis using *SmartPLS 3.0 software*, the indirect effect of communication satisfaction on the organizational performance of the FPEC through the effectiveness of organizational communication as a mediating variable, can be written in the form of an equation for the organizational performance of the FPEC = $(0.356 \times \text{communication satisfaction of FPEFW} \times \text{effectiveness of organizational communication at the FPEC}) + \text{error}$. This model explains that the variable of communication satisfaction of FPEFW has an indirect effect of 0.356 standard deviations on the organizational performance of the FPEC through the effectiveness of organizational communication at the FPEC, which means that a change of one standard deviation in the variable of communication satisfaction of FPEFW through the effectiveness of organizational communication at the FPEC will increase the organizational performance variable of the FPEC by 0.356 standard deviations.

Hypothesis testing (with $\alpha=0.01$), to determine the indirect effect of the variable of communication satisfaction of FPEFW on the organizational performance of the FPEC through the effectiveness of organizational communication at the FPEC as a mediating variable as follows:

$H_0 : \gamma_{y_2y_1x_1} \leq 0$: There is no indirect influence of the satisfaction of communication of FPEFW on the organizational performance of the FPEC through the effectiveness of organizational communication at the FPEC as a mediating variable.

$H_1 : \gamma_{y_2y_1x_1} > 0$: There is an indirect influence of the satisfaction of communication of FPEFW on the organizational performance of the FPEC through the effectiveness of organizational communication at the FPEC as a mediating variable.

The hypothesis testing uses t-test statistics (Table 12). The results of the hypothesis testing show that the large indirect influence of the variable of communication satisfaction of FPEFW on the organizational performance variable of the FPEC through the effectiveness of organizational communication in the FPEC is positive at 0.356 with a fairly high influence. The t-count value of 6.638 is greater than the t-table value (1.648), so it can be concluded that H0 is rejected, meaning that there is an indirect influence of communication satisfaction of FPEFW on the organizational performance of the FPEC through the effectiveness of organizational communication in the FPEC as a mediating variable.

Yildirim (2014), through a quantitative approach, concluded that there is a relationship between organizational commitment and the behavior of organizational members. Effective communication is needed to contribute implicitly to the overall performance of the organization. So it can be said that communication effectiveness affects organizational performance. The findings of Darmadi (2021) prove that there is a positive and significant influence

of the variables of communication satisfaction and organizational communication effectiveness on the individual performance of state civil servants.

Table 12. Partial test of the indirect influence of the communication satisfaction variable on the organizational performance of the FPEC through communication effectiveness.

| Latent variables | Influence Coefficient Value | t | t-table | p-value | Information |
|--|-----------------------------|-------|---------|---------|-------------|
| Communication satisfaction → Organizational communication effectiveness → Organizational performance | 0.356 | 6,638 | 1,648 | 0,000* | Significant |

Note: *significant with $\alpha=0.01$

Source: Processed from primary data (2023)

CONCLUSION

Based on the descriptive variable characteristics of individual FPEFW, it is known that the age of FPEFW is in the range of 21 to 61 years, with an average age of FPEFW of 39.91 or almost 40 years. The lowest length of education is 6 years and the longest is 18 years, with an average length of education of 11.9 years or almost 12 years .

In general, FPEFW are satisfied with organizational communication in the FPEC organization. Specifically, FPEFW are satisfied with the communication atmosphere, communication with head of the FPEC, information within the organization, media quality and horizontal informal communication and general organizational information. There is a direct and significant influence with a positive direction from the satisfaction of FPEFW' communication on the effectiveness of organizational communication in the FPEC and the performance of the FPEC organization. There is an indirect and significant influence from the satisfaction of FPEFW' communication on the performance of the FPEC organization through the effectiveness of organizational communication in the FPEC as a mediating variable. At the academic level, this study proves that the effectiveness of communication and organizational performance of FPEC are influenced by the communication satisfaction of FPEFW. Therefore, further research is needed on the development of communication satisfaction variables to support the effectiveness of communication and organizational performance of FPEC. In addition, further studies are also needed with broader research objects to observe other factors besides communication satisfaction, which can support the effectiveness of communication and organizational performance of FPEC. Based on this, further studies are needed with a broader research object to observe other factors that can support the effectiveness of communication and organizational performance, such as organizational culture, leadership communication style, organizational communication patterns, and work environment support. At the practical level, based on empirical findings in FPEC organizations, further research on organizational communication is suggested to involve these variables to be carried out in other organizations. At the implementation level, it is hoped that the central and regional governments, as well as other related parties, can pay attention to the communication satisfaction of FPEFW in improving the effectiveness of communication and organizational performance of FPEC

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AUTHOR CONTRIBUTIONS

The contribution of each author in writing this paper involves clear roles among the authors. The first author led the research, developed the research question, designed the methodology, conducted data collection and analysis, and wrote the majority of the paper. The other three authors assisted with the literature review and contributed to data analysis, assisted in methodology development, conducted statistical analysis, and helped with final editing. They also provided supervision and feedback during revisions. All authors have read and agreed to the published version of the manuscript.

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