



## The Effect of Work Family Conflict and Job Satisfaction on the Performance of Community Health Center

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### **Abstract**

The essence of human resources has an important role in the performance of an agency or company. The existence of work-family conflict in agencies significantly influences job satisfaction on employee performance in agencies, one of which is the Tlogowungu Pati Community Health Center in Central Java. For this reason, it is important to analyze the impact of work-family conflict and job satisfaction at the Tlogowungu Pati Community Health Center to support and support the realization of healthy agency performance and produce a comfortable and enjoyable work environment so that with a multi-variable approach, such as: dependent and independent variable. In addition, it is supported by primary and secondary data and uses descriptive and inferential statistical techniques in the analysis process. The regression coefficient value of the work-family conflict variable is 0.320, which is positive, the regression coefficient value of the job satisfaction variable is 0.300, which is positive, and the regression coefficient value of the organizational commitment variable is 0.190, which is positive. So the results of the analysis show that from the regression equation, it can be seen that the variables work-family conflict, job satisfaction, and organizational commitment affect the work productivity of Community Health Center Tlogowungu Pati employees, Central Java.

**Keywords:** *Job Satisfaction; Employee Performance; Work Family Conflict*

### **Introduction**

Human Resources is one of the organizational resources that has an important role in achieving organizational goals. Companies must realize that HR is an important asset that must be managed according to business needs so that this can increase the company's competitiveness. This statement is to the theory stated by Wilson that one proper way of managing human resources in order to be able to adapt to environmental changes and become a source of competitive advantage is through increasing human capital.<sup>1</sup>

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<sup>1</sup>Bangun, Wilson. (2012). *Manajemen Sumber Daya Manusia (SDM)*. Jakarta: Erlangga.

Performance is generally interpreted as a person's success in carrying out a job. Employee performance results from work achieved by someone carrying out the tasks assigned to him to complete work targets. This is in accordance with the theory stated by Rivai that performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, or goals or predetermined criteria and mutually agreed<sup>2</sup>. Besides being defined as employee success at work, employee performance is also one of the determining factors for the success of a company or organization in achieving its goals. This follows the statement of Iswesvaran and Ones in Zahra and Ajmal's research that performance is an action and a measurable result that involves, relates to and contributes to the achievement of organizational goals<sup>3</sup>. Various efforts can be made to improve employee performance in the organization, including by creating job satisfaction and a comfortable work environment by managing conflicts experienced by employees. This is following several previous studies which state that performance is influenced by variables related to work, including role stress and work or non-work conflict and job satisfaction.

Job satisfaction is an interesting and important issue because it has greatly benefited the interests of individuals, industry, and society. This is supported by Sutrisno's statement<sup>4</sup>, which states that several benefits arise as a result of employee job satisfaction; these are: (1) For individuals, research on the causes and sources of job satisfaction allows efforts to emerge to improve their lives; (2) For the industry, research on job satisfaction is carried out in the context of efforts to increase production and reduce costs through improving the attitudes and behavior of its employees, and (3) For the community, they will certainly enjoy the maximum capacity results from the industry and increased human values in the context of work. Job satisfaction is important for both employees and companies, especially because it can create positive and adverse conditions in the work environment within the company. Job satisfaction will foster employee morale, and conversely, job dissatisfaction will reduce employee morale and work enthusiasm which will then affect employee performance in the company. This is supported by the statement of Nitisemito which says that organizational effectiveness and productivity are strongly influenced by job satisfaction, and conversely, job dissatisfaction will lead to a decrease in morale and enthusiasm for work<sup>5</sup>. In addition, Nelson in research by Maharani et al also stated that job satisfaction could also be interpreted as an employee's feelings towards work that can influence how the employee works<sup>6</sup>. Employees who are satisfied with their jobs will tend to improve their performance in quantity and quality. Besides job satisfaction, another factor affecting employee performance is work-family conflict. This is supported by research conducted by Yavas and Li et al which state that work-family conflict is another factor that significantly negatively affects employee performance<sup>7</sup>.

Work-family conflict is considered an important problem in today's business world because workers often cannot find a balance point between their careers and family because there is always something that becomes a priority between one and the other. This is supported by Clark's statement in Patel et al, which states that an imbalance between roles is something that is considered to be the main trigger for the emergence of role conflict in the family related to work. In addition, the theory that supports this statement is the theory put forward by Greenhaus and Boutell which states that work-family conflict tends to originate from inter-role disputes that arise as a consequence of conflicting demands

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<sup>2</sup>Rivai, Veithzal. (2004). MSDM untuk perusahaan: Dari Teori ke Praktek. Jakarta: PT. Raja Grafindo Persada

<sup>3</sup>Zahra, T. T and Ajmal, W. (2015), "Work-Family Conflict and Organizational Commitment as Predictors of Faculty Job Performance", *The Pakistan Journal of Social Issues*, 5, 126-142.

<sup>4</sup>Sutrisno, Edy. (2010), "Manajemen Sumber Daya Manusia [Human Resource Management]", Jakarta: Kencana Predana Media.

<sup>5</sup>Nitisemito A, S. (1992), "Manajemen Personalialia [Personnel Management]", Jakarta: Ghalia Indonesia.

<sup>6</sup>Maharani, V., Eka, A.T and Noermijati. (2013), "Organizational Citizenship Behavior Role in Mediating the Effect of Transformational Leadership, Job Satisfaction on Employee Performance: Studies in PT Bank Syariah Mandiri Malang East Java", *International Journal of Business and Management*, 8(17).

<sup>7</sup>Yavas, U, E. Babakus, and O. M. Karatepe. (2008), "Attitudinal and Behavioral Consequences of Work-Family Conflict and Family-Work Conflict Does Gender Matter?", *International Journal of Service Industry Management*, 19(1), 7-31.

between roles at work and within the family<sup>8</sup>. In other words, this conflict occurs when a person tries to fulfill the demands of a role at work, and this effort is influenced by the individual's ability to fulfill the demands of his family's role.

Work and family conflicts are divided into two types, both of which require employees to be able to build a good balance between the two roles of work and family so that some of the demands in both roles can be adequately fulfilled without causing conflicts that can disrupt both. This follows the statement by Frone et al that work and family conflict is divided into two different types, namely work that interferes with family life, called work-family conflict, and family life that interferes with work responsibilities family-work conflict. One example of a conflict that interferes with work or work-family conflict is a parent who spends time with their child because of the call of duty in the field. Meanwhile, an example of a conflict that disrupts the family or work-family conflict is a parent who has to be absent or late for work because their child is sick.

To minimize work-family conflict and employee dissatisfaction at work, which may affect employee performance, commitment is needed to improve employee performance at work. This is in accordance with the statement of Luthans which defines organizational commitment as an attitude that reflects employee loyalty to the organization and is an ongoing process in which members of the organization express their concern for the organization's success and sustainability progress. Thus, employees who are highly committed to the organization will show increased respect for the company by continuously improving their performance<sup>9</sup>.

Commitment will affect employee decisions to maintain performance and membership in the organization because commitment includes an active relationship with the organization in which individuals are willing to give something of themselves to help the success and prosperity of the organization. This is supported by the theory of organizational commitment put forward that organizational commitment is a situation where an employee sides with a particular organization with its goals and intends to maintain membership in that organization. The organization is an essential key to building employee organizational commitment, which can be built through organizational support, this is in accordance with Pack and Soetjipto's statement in Ratika and Sunjoyo's research, which states that organizational support has a positive relationship with organizational commitment<sup>10</sup>. This shows that an organization that cares about the existence and welfare of its employees and appreciates the contribution of employees to the organization will have employees who are loyal and voluntarily commit themselves to the organization, employees who know how to keep company secrets, employees who will work as well as possible for the benefit of the organization, always highly motivated, willing to sacrifice for the organization and have the enthusiasm to move forward with the organization. In addition, to support the organization, each individual has a role in having high organizational commitment so that they can work together with organizations and produce good achievements

Several previous studies stated that there was a positive relationship between organizational commitment and several other variables, namely: research conducted by Casper and Li which stated that work-family conflict affects organizational commitment<sup>11</sup>. The research conducted by Imran et al.

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<sup>8</sup>Greenhaus, J. H. and N. J. Beutell. (1985), "Sources of Conflict between Work and Family Roles", *Academy of Management Review*, 10, 76-78.

<sup>9</sup>Luthan, F. (2006), *Perilaku Organisasi [Organizational Behaviour]*, (translator: V.A Yuwono, dkk), 5th edition, Yogyakarta: ANDI.

<sup>10</sup>Rantika, Renny and Sunjoyo. (2010), "Pengaruh Konflik Kerja-Keluarga terhadap Komitmen Organisasional yang di mediasi oleh Kepuasan Kerja pada Profesi Perawat di RSUD Dr. Moewardi Surakarta [The Surakarta.]", Published on Proceeding of Seminar Akbar Forum Manajemen Indonesia, Management: Future Challenge. Influence of Working-Family Conflict on Organizational Commitment mediated by Job Satisfaction of Nurse Profession at Dr. Moewardi

<sup>11</sup>Casper, W.J, C. Harris, A. T. Bianco, and J. H. Wayne. (2011), "Work-Family Conflict, Perceived Supervisor Support and Organizational Commitment among Brazilian Professionals", *Journal of Vocational Behavior*, 79, 640-652.

showed that job satisfaction affects organizational commitment<sup>12</sup>. Likewise, research conducted by Yavas, Zahra and Ajmal show that organizational commitment affects employee performance. From the results of these studies, it can be concluded that commitment positively impacts organizational sustainability. In hospital organizations, commitment can play a role in achieving good quality health services<sup>13</sup>. Ministry of Health Decree Number HK01.07/Menkes/413/2020 states that during the COVID-19 pandemic, the Community Health Center is at the forefront when carrying out case tracking and monitoring people without symptoms (OTG) and suspected COVID-19. This is because the Community Health Centers are the spearhead of the health service system, which exists in every sub-district and has responsibilities in each region. Community Health Centers must also maintain the quality of other health services during COVID-19.

The demand for the quality health services at Community Health Centers must pay attention to aspects of the quality of human resources (Liin & Hadi, 2020). Human resources work productively in an organization or company with its function as an important asset, and work-family conflicts need to be given to developing their capabilities. When serving in the health sector, human resources in health institutions such as Community Health Centers are the most critical resources and are very much needed to create maximum work results. The mental burden for health service workers, especially at the Community Health Centers, is anxiety and worry about the increasing incidence of COVID-19, which is increasing every day. The mental burden can arise from activities in the work environment because workers are required to maintain their condition to be vigilant in preventing transmission of COVID-19 and monotonous activities, namely working every day to serve the community so that employee concentration decreases (Hernata et al., 2017). According to research by Khanal et al. (2020), during the COVID-19 pandemic as a whole 41.9% of health workers experienced symptoms of anxiety, 37.5% experienced symptoms of depression and 33.9% experienced symptoms of insomnia. In a company/agency, low employee performance can be measured based on the number of employee attendance (illustrating work discipline) and effectiveness in using the time while working<sup>14</sup>. Apart from being seen from the level of attendance, work discipline is also seen from the use of attributes or clothing. Based on the phenomenon above, the researchers are interested in conducting this research with the title Effect of work-family conflict and job satisfaction on employee performance.

## **Research Method**

This research was conducted at the Tlogowungu Pati Community Health Center, Central Java. The research was conducted because there had never been any research conducted specifically on the effect of work-family conflict and job satisfaction on employee performance mediated by organizational commitment. The variables used in this research are the dependent variable which is the main focus of the researcher's attention. In this research, the dependent variables were: Employee performance (Y) and the independent variable, which is a variable that affects the dependent variable, both positive and negative. Arikunto (2016: 26). The independent variables in this research are: Work-family conflict (X1), job satisfaction (X2), and organizational commitment (X3)<sup>15</sup>.

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<sup>12</sup>Imran, H., I. Arif., S. Cheema, and M. Azeem. (2014), "Relationship between Job Satisfaction, Job Performance, Attitude towards Work, and Organizational Commitment", *Entrepreneurship and Innovation Management Journal*, 2(2), 135- 144

<sup>13</sup>Yavas, U, E. Babakus, and O. M. Karatepe. (2008), "Attitudinal and Behavioral Consequences of Work-Family Conflict and Family-Work Conflict Does Gender Matter?", *International Journal of Service Industry Management*, 19(1), 7-31.

<sup>14</sup>Isvandari, A., & Fuadah, L. (2017). Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Karyawan Bagian Produksi PG. Meritjan Kediri. *Jurnal Ilmiah Bisnis Dan Ekonomi Asia*, 11(2), 1-8.

<sup>15</sup>Elia Kambuaya, Agus, Masinambow, Vecky dan Sumual, Jacline. (2019). Analisis Variabel-Variabel (Faktor-Faktor) Yang Mempengaruhi Permintaan Jasa Angkutan Kota di Kecamatan Malalayang Kota Manado, *Jurnal Berkala Ilmiah Efisiensi*. Volume 19 No. 01 Tahun 2019, 11-19

The research process is supported by the primary and secondary data used in this research. Primary data is obtained from direct observation of the object (the source), recorded, and processed for the first time by the researcher. Secondary data is a data source that does not directly provide data to data collectors. This data comes from the second-hand, third-hand, and so on, meaning it goes through one or more parties, not the researchers themselves. For example, organizational structure, personnel, and other data related to this research. In addition, it is equipped with data collection techniques through questionnaires and documentation or literature through validity and reliability tests. On the other hand, for data analysis using descriptive and inferential statistical technic.

## **Result and Discussion**

The Community Health Center (*Puskesmas*) is a health service facility that organizes public health efforts and individual health efforts at the first level by prioritizing promotive and preventive efforts to achieve the highest degree of public health in its working area. Implementing the Community Health Center principles are the Healthy Paradigm, Regional Accountability, Community Independence, Equity, Appropriate Technology, and Integration and Sustainability.

The vision of the Tlogowungu Pati Health Center is to become a quality health service center towards an independent, healthy community with the Technical Implementation Unit (*UPT*) Tlogowungu Health Center mission in the form of providing quality health services, supported by the availability of adequate facilities and infrastructure, Improving the quality of human resources in professionally providing health services according to standards, Increase community participation in efforts to maintain personal and environmental health and encourage people to live healthily, Establish harmonious cross-sector collaboration to support efforts to increase public health levels and Maintain and improve the health of individuals, families and communities and their environment.

Description of respondents used by researchers to provide information in categories: gender, age, and level of education. The following is a table of descriptive statistics for respondents: Based on these results, there were 69 respondents at the Tlogowungu Pati Community Health Center, Central Java.

### 1. Description of Respondents by Gender

Table 4.2 Description of Respondents by Gender

<b>Gender</b>			
		Frequency	%
Valid	Male	15	27,7
	Female	54	78.3
	Total	69	100.0

Source: Results of Data Processed 2022

Based on the description of the respondents, it can be seen that there were 15 male respondents (27.7%) and 54 female respondents (78.3%). Based on this analysis, it can be seen that in the Tlogowungu Pati Community Health Center, Central Java, there were 54 female respondents.

## 2. Description of Respondents by Age

Table 4.3 - Description of Respondents by Age

Age			
		Frequency	%
Valid	25-40	19	27,5
	41-50	36	52,2
	51-58	14	20,3
Total		69	100.0

Source: Results of Data Processed 2022

Based on the description of the respondents, it can be seen that 19 respondents (27.5%) were aged 25-40 years, 41-50 years were 36 respondents (52.2%), 51-58 years were 14 respondents (20.3%), and 51-58 years (20.3%). Based on this analysis, it can be seen that in the Tlogowungu Pati Health Center, Central Java, there were 36 respondents aged 41-50 years.

## 3. Description of Respondents Based on Education Level

Table 4.5 - Description of Respondents Based on Education Level

Tingkat Pendidikan			
		Frequency	%
Valid	SMA	19	27,5
	D3	23	33,3
	S1	14	20,3
	S2	13	18,8
Total		69	100%

Source: Results of Data Processed 2022

Based on the description of the respondents, it can be seen that 19 respondents (27.5%) had high school level education, 23 respondents (33.3%) had diploma (*D3*), 14 respondents (20,3%) had degree (*S1*), and 13 respondents (18,8%) had master (*S2*). Based on this analysis, it can be seen that in the Tlogowungu Pati Community Health Center, Central Java, there are 23 respondents with *D3* level education.

### A. Instrument Test

#### 1. Validity Test

Pearson product-moment validity test is a useful validity test to determine the validity or suitability of the questionnaire used by researchers in measuring and obtaining research data from respondents. The basis for taking the Pearson validity test is to compare the *r* count value with the *r* table if the *r* count value > *r* table is declared valid. If the value of *r* count < *r* table, then declared invalid. With significance ( $\alpha$ ) = 5% and degrees of freedom ( $dk = n$ ), namely 69 respondents, the *r* table = 0.234 is obtained. Then the results of the variable validity test are obtained as follows:

## a. Results of Validity Test of Employee Performance Variables (Y)

Table 4.6 Validity Test of Employee Performance Variables

Statement Items	$r_{\text{item}}$	$r_{\text{table}}$	Information
Y.1	0,622	0.234	Valid
Y.2	0,628	0.234	Valid
Y.3	0,651	0.234	Valid
Y.4	0,653	0.234	Valid
Y.5	0,627	0.234	Valid

Source: Results of Data Processed 2022

Employee performance variables consist of 5 question items, all known to be valid. The correlation of question items to variables with  $r_{\text{item}}$  values greater than  $r_{\text{table}}$  is a valid question item.

b. Results of Variable Validity Test of Work-family conflict ( $X_1$ )

Table 4.7 Variable Validity Test of Work-family conflict

Statement Items	$r_{\text{item}}$	$r_{\text{table}}$	Information
X1.7	0,620	0.234	Valid
X1.8	0,647	0.234	Valid
X1.9	0,580	0.234	Valid
X1.10	0,687	0.234	Valid
X1.11	0,690	0.234	Valid

Source: Results of Data Processed 2022

The work-family conflict variable consists of 5 question items, and it is known that all questions are valid. The correlation of question items to variables with  $r_{\text{item}}$  value more significant than the  $r_{\text{table}}$  is a valid question item.

c. Result of Variable Validity Test of Job Satisfaction ( $X_2$ )

Table 4.8 Variable Validity Test of Job Satisfaction

Statement Items	$r_{\text{item}}$	$r_{\text{table}}$	Information
X2.12	0,495	0.234	Valid
X2.13	0,631	0.234	Valid
X2.14	0,636	0.234	Valid
X2.15	0,605	0.234	Valid
X2.16	0,758	0.234	Valid

Source: Results of Data Processed 2022

The job satisfaction variable consists of 5 question items, and it is known that all questions are valid. The correlation of question items to variables with  $r_{\text{item}}$  value more significant than the  $r_{\text{table}}$  is a valid question item.

d. Result of Variabel Validity Test of Organizational Commitment ( $X_3$ )

Tabel 4.9 Variabel Validity Test of Organizational Commitment

Statement Items	$r_{item}$	$r_{table}$	Information
X3.17	0,744	0.234	Valid
X3.18	0,624	0.234	Valid
X3.19	0,678	0.234	Valid
X3.20	0,571	0.234	Valid
X3.21	0,619	0.234	Valid

Source: Results of Data Processed 2022

The organizational commitment variable consists of 5 question items, and it is known that all questions are valid. The correlation of question items to variables with  $r_{item}$  values greater than  $r_{tables}$  is a valid question item.

**2. Reliability Test**

The reliability test aims to determine whether the questionnaire is consistent if the measurement is carried out with the questionnaire being carried out repeatedly. The Cronbach alpha reliability test was taken to determine whether the instrument was reliable if  $r_{Alpha} > 0.6$ . Then the reliability results are obtained as follows:

## a. Result of Variable Reliability Test of Employee Performance (Y)

Table 4.10 Variable Reliability Test of Employee Performance

Reliability Statistics	
Cronbach's Alpha	N of Items
.630	5

Source: Results of Data SPSS Processed 2022

Based on the results of the reliability test regarding employee performance, it is reliable because the Cronbach Alpha value is  $> 0.60$ , with a result of 0.630. So all items from the examination variables have high reliability and can be carried out in the next data analysis stage.

b. Result of Variable Reliability Test of Work-Family Conflict ( $X_1$ )

Table 4.11 Variable Reliability Test of Work-Family Conflict

Reliability Statistics	
Cronbach's Alpha	N of Items
.630	5

Source: Results of Data SPSS Processed 2022

Based on the results of the reliability test regarding employee performance, it is reliable because the Cronbach Alpha value is  $> 0.60$ , with a result of 0.630. So all items from the examination variables have high reliability and can be carried out in the next data analysis stage.



c. Result of Variable Reliability of Job Satisfaction ( $X_2$ )

Table 4.12 Variable Reliability of Job Satisfaction

Reliability Statistics	
Cronbach's Alpha	N of Items
.618	5

Source: Results of Data SPSS Processed 2022

Based on the results of the reliability test regarding employee performance, it is reliable because the Cronbach Alpha value is  $> 0.60$ , with a result of 0.618. So all items from the variable examination have high reliability and can be carried out in the next data analysis stage.

d. Result of Variable Reliability Test of Organizational Commitment ( $X_3$ )

Table 4.13 Variable Reliability Test of Organizational Commitment

Reliability Statistics	
Cronbach's Alpha	N of Items
.613	5

Source: Results of Data SPSS Processed 2022

Based on the results of the reliability test regarding employee performance, it is reliable because the Cronbach Alpha value is  $> 0.60$ , with a result of 0.613. So, all items from the examination variables have high reliability and can be carried out in the next data analysis stage.

**B. Data Technic Analysis****1. Descriptive Statistical Analysis**

Descriptive statistical analysis is used to determine the description of data seen from the maximum value, minimum value, average value (mean), and standard deviation value of the variable's employee performance, work-family conflict, job satisfaction, and organizational commitment.

Table 4.14 - Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
WFC	69	15.00	25.00	20.4928	2.42913
Kepuasan Kerja	69	13.00	25.00	20.3188	2.69800
Komitmen Organisasi	69	14.00	25.00	20.1449	2.66941
Kinerja Karyawan	69	13.00	25.00	18.7971	2.70392
Valid N (listwise)	69				

Source: Results of Data SPSS Processed 2022

Based on the table, it is known that the minimum value is 13, obtained from the variable job satisfaction, while the maximum value is 25, obtained from all variables. The highest mean value is 20.49 from the work-family conflict variable, while the highest standard deviation value is 2.70 from the employee performance variable.

## 2. Classical Assumption Test

### a. Normality Assumption Test

#### 1) One Sample Kolmogorov Test Method

In this research, the normality test results for the residuals used the Kolmogorov-Smirnov test. The significance level used = 0.05. The basis for decision-making is to look at probability numbers with the following conditions (Ghozali, 2013). The normality assumption is fulfilled if the probability value is  $\geq 0.05$ . If the probability  $< 0.05$ , then the normality assumption is not fulfilled.

Table 4.15 One-Sample Kolmogorov-Smirnov Normality Test

#### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		69
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.96269826
Most Extreme Differences	Absolute	.109
	Positive	.094
	Negative	-.109
Test Statistic		.109
Asymp. Sig. (2-tailed)		.040 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Results of Data SPSS Processed 2022

Based on the table, it is known that the probability value of p or Asymp. Sig. (2-tailed) of 0.40. Based on the results of the normality test, it is known that the significance value is 0.40 more than 0.05, so it can be concluded that the residual values are normally distributed.

#### 2) Normal Graphic Test Method

Normal Graph testing can also be done using the normal drawing method of Probability Plots. With the criterion that if the data spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption and this regression model is good.

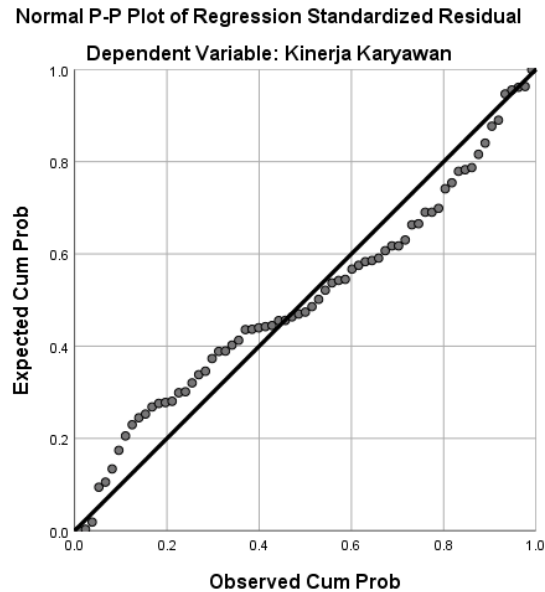


Figure 4.1 Normality Test with Normal Probability Plot Approach

Based on the normality test results with the normal probability plot (Figure 4.1), the points tend to spread close to the diagonal line. This means that the normality assumption is met.

### b. Multicollinearity Test

The method for testing for multicollinearity can be seen in the tolerance value and variance inflation factor (VIF) from the analysis using SPSS. According to Santoso (2002), if the tolerance value is  $> 0.10$  or the variance inflation factor (VIF) is  $< 10$ , it can be concluded that there is no multicollinearity.

Table 4.16 Multicollinearity Test

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	1.525	2.338		.652	.517					
WFC	.356	.138	.320	2.582	.012	.604	.305	.232	.529	1.890
Kepuasan Kerja	.301	.135	.300	2.223	.030	.624	.266	.200	.445	2.249
Komitmen Organisasi	.192	.110	.190	1.752	.085	.489	.212	.158	.691	1.446

a. Dependent Variable: Kinerja Karyawan

Source: Results of Data SPSS Processed 2022

Based on the results of the multicollinearity test in the table above, several explanations are obtained as follows:

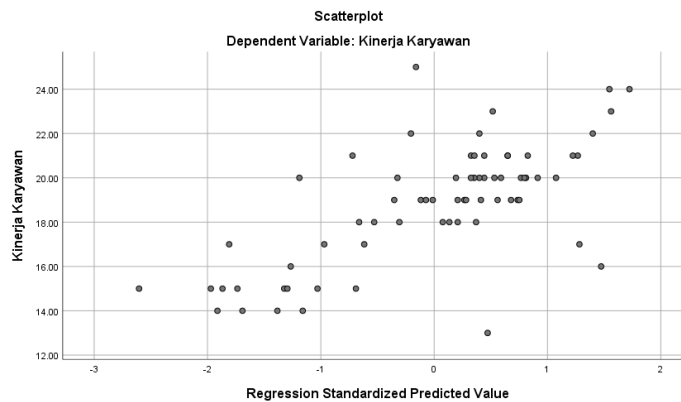
- The work-family conflict variable has a tolerance value of 0.529 and a VIF value of 1.890. Tolerance value  $> 0.10$  ( $0.529 > 0.10$ ) and VIF value  $< 10$  ( $1.890 < 10$ ), so it can be concluded that all work-family conflict variable data do not experience multicollinearity.
- The job satisfaction variable has a tolerance value of 0.445 and a VIF value of 2.249. Tolerance value  $> 0.10$  ( $0.445 > 0.10$ ) and VIF value  $< 10$  ( $2.249 < 10$ ), so it can be concluded that all data on job satisfaction variables do not experience multicollinearity.

- The organizational commitment variable has a tolerance value of 0.691 and a VIF value of 1.446. Tolerance value > 0.10 (0.691 > 0.10) and VIF value < 10 (1.446 < 10), so it can be concluded that all organizational commitment variable data do not experience multicollinearity.

**c. Heteroscedasticity Test**

Detection of the presence or absence of heteroscedasticity can be done by looking at whether there is a specific pattern on the scatter plot graph between SRESID on the Y axis and ZPRED on the X axis (Ghozali, 2013). Ghozali (2013) states that the basis of the analysis is if there is a specific pattern, such as the dots forming a certain regular pattern, then it indicates that heteroscedasticity has occurred. If there is no clear pattern, and the points spread above and below the number 0 on the Y axis, there is no heteroscedasticity.

Figure 4.2 Heteroscedasticity Test



Note that there is no clear pattern based on the Figure, and the points spread above and below the number 0 on the Y-axis show no heteroscedasticity.

**d. Autocorrelation Test**

The autocorrelation test in this research used the Durbin-Watson test. A good regression model is a regression model that is free from autocorrelation (Ghozali, 2013). The statistical value of the Durbin-Watson test that is less than 1 (one) or greater than 3 (three) indicates autocorrelation. Conversely, if the statistical value of Durbin-Watson is in the numbers 1 (one) to 3 (three), it can be stated that there is no correlation.

Tabel 4.17 Autocorrelation Test with Durbin Watson Test

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.688 <sup>a</sup>	.473	.449	2.00748	.473	19.455	3	65	.000	2.310

a. Predictors: (Constant), Komitmen Organisasi, WFC, Kepuasan Kerja

b. Dependent Variable: Kinerja Karyawan

Source: Results of Data SPSS Processed 2022

Based on this, the value of the Durbin-Watson statistic is 2.310. Note that because the value of the Durbin-Watson statistic lies between 1 and 3, namely  $1 < 2.310 < 3$ , the non-autocorrelation assumption is met. So that it can be concluded that there is no autocorrelation between all research data.

### 3. Hypothesis Testing

Multiple linear regression analysis measures the magnitude of the influence between two or more independent variables with one dependent variable. This test is to analyze the effect of intellectual capital on firm value.

Table 4.18 Hypothesis Testing

Model		Coefficients <sup>a</sup>										
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	1.525	2.338		.652	.517						
	WFC	.356	.138	.320	2.582	.012	.604	.305	.232	.529	1.890	
	Kepuasan Kerja	.301	.135	.300	2.223	.030	.624	.266	.200	.445	2.249	
	Komitmen Organisasi	.192	.110	.190	1.752	.085	.489	.212	.158	.691	1.446	

a. Dependent Variable: Kinerja Karyawan

Source: Results of Data SPSS Processed 2022

Based on the results of data processing in table 4.18 in the column Unstandardized Coefficients Value B, the multiple linear regression equation models are obtained as follows:

$$Y = 1,525 + 0,320 X1 + 0,300 X2 + 0,190 X3$$

From the regression equation it can be explained as follows:

- Constant (a) = 1.246 indicates that if all independent intellectual capital variables are zero or absent, namely: work-family conflict X1, job satisfaction X2, and organizational commitment X3, then work productivity (Y) is 1.246.
- The regression coefficient of the work-family conflict variable (X1) is 0.320, indicating that every 1% increase in the work-family conflict variable will increase employee performance by 0.320%, assuming all other independent variables are zero.
- The regression coefficient of job satisfaction (X2) 0.300 indicates that every 1% increase in the job satisfaction variable will increase employee performance by 0.300%, assuming all other independent variables are zero.
- The regression coefficient of the organizational commitment variable (X3) is 0.190, indicating that every 1% increase in the organizational commitment variable will increase employee performance by 0.190%, assuming all other independent variables are zero.

Based on the results of the regression equation, it can be seen that the variables work-family conflict, job satisfaction, and organizational commitment have an effect on work productivity in Tlogowungu Pati, Central Java. Meanwhile, based on the description above, the work-family conflict affects employee performance, where the regression coefficient value of the work-family conflict variable is 0.320, which is positive. The calculated t value of work-family conflict is 2,582, and the value of Sig. 0.012 < 0.05. The effect of work-family conflict is said to be strong because the significance level is 0.012, which is smaller than alpha  $\alpha = 0.05$ . This shows that work-family conflict positively and significantly affects employee performance at the Community Health Center in Tlogowungu Pati, Central Java.

Job satisfaction affects employee performance. Based on the description above, it explains that the regression coefficient value of the job satisfaction variable is 0.300, which is positive. The calculated t value of job satisfaction is 2,223, and the value of Sig. 0.030 < 0.05. The effect of job satisfaction is strong because the significance level is 0.030, which is smaller than alpha  $\alpha = 0.05$ . This shows that job satisfaction positively and significantly affects employee performance at the Community Health Center in Tlogowungu Pati, Central Java.

In addition, organizational commitment also influences employee performance because the regression coefficient value of the organizational commitment variable is 0.190, which is positive. The calculated t value of Organizational Commitment is 1.752, and the value of Sig. 0.085 < 0.05. The effect of organizational commitment is said to be strong because the significance level is 0.085, which is smaller than alpha  $\alpha = 0.05$ . This shows that organizational commitment positively and significantly affects employee performance at the Community Health Center in Tlogowungu Pati, Central Java.

## **Conclusion**

Based on the description above, it can be concluded that how the influence of work-family conflict, and job satisfaction on employee performance at the Community Health Center in Tlogowungu Pati, Central Java, according to the results of the data analysis carried out, several conclusions can be obtained, including:

1. **Work-Family Conflict Affects Employee Performance.** The regression coefficient value of the work-family conflict variable is 0.320, which is positive. The calculated t value of work-family conflict is 2,582, and the value of Sig. 0.012 < 0.05. The effect of work-family conflict is said to be strong because the significance level is 0.012, which is smaller than alpha  $\alpha = 0.05$ . This shows that work-family conflict positively and significantly affects employee performance at the Community Health Center in Tlogowungu Pati, Central Java.
2. **Job Satisfaction Influences Employee Performance.** The regression coefficient value of the job satisfaction variable is 0.300, which is positive. The calculated t value of job satisfaction is 2,223, and the value of Sig. 0.030 < 0.05. The effect of job satisfaction is strong because the significance level is 0.030, which is smaller than alpha  $\alpha = 0.05$ . This shows that job satisfaction positively and significantly affects employee performance at the Community Health Center in Tlogowungu Pati, Central Java.
3. **Organizational Commitment Influences Employee Performance.** The regression coefficient value of the organizational commitment variable is 0.190, which is positive. The calculated t value of Organizational Commitment is 1.752, and the value of Sig. 0.085 < 0.05. The effect of organizational commitment is said to be strong because the significance level is 0.085, which is smaller than alpha  $\alpha = 0.05$ . This shows that organizational commitment positively and significantly affects employee performance at the Puskesmas in Tlogowungu Pati, Central Java.

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