

# Assessing the Influence of Work-Family Conflict, Professionalism, and Organizational Commitment on Staff Performance at Kebondalem Community Health Center

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**Abstract:** Human Resources (HR) are an important asset for every organization, with the quality of HR contributing to achieving organizational goals. In the modern era, work demands are increasingly high, which often triggers work-family conflict (WFC) which can have a negative impact on employee performance. Work professionalism and organizational commitment are believed to be mediating factors that can influence employee performance. This research aims to determine and analyze the influence of WFC, work professionalism, and organizational commitment on employee performance at UPTD Puskesmas Kebondalem, Banyuwangi District. This research uses quantitative methods with multiple linear regression analysis using SPSS Version 27 software. The respondents in this research were 45 employees at the Kebondalem Community Health Center, who were selected using probability sampling techniques. This research uses primary and secondary data. The research results show that Work-Family Conflict (X1) has a negative and significant influence on employee performance. On the other hand, work professionalism (X2) and organizational commitment (X3) have a positive and significant influence on employee performance at the Kebondalem Community Health Center.

**Keywords:** Work Family Conflict, Work Professionalism, Commitment, Performa.

## INTRODUCTION

Human Resources (HR) have a central role in creating an ideal organization for a company or agency. The success of a company depends greatly on the role of HR in the management control system. Without competent human resources, a company will have difficulty achieving its goals because human resources are the main driver in an organization. Good quality human resources are very important for every organization to ensure that work objectives can be achieved well, which will ultimately improve public services (Sagita, 2023)

The company's human resource management system not only acts as an asset manager, but also influences the efficiency and effectiveness of the work environment. Investment in employees as human resources with important value encourages companies to provide positive direction to achieve organizational goals. Various factors that influence employee performance also have a direct impact on company stability, underlining the importance of human resource management in increasing the company's overall added value. (Elisa Apriliana Rohmah et al., 2022) In order to achieve high performance, company and organization employees must provide support in order to improve performance with shared expectations. One element that influences the level of progress of a company is (performance). According to (S.P.Hasibuan, 2019) states that performance is the result of an employee's work, both quantity and quality, which is completed in order to fulfill the tasks given by the company or organization where he works.

Doctors, nurses, medical personnel and administrative staff who are human resources whose role is professional staff whose role is to provide services to patients, of course must have the ability to keep up with the rapid developments in science and technology that occur in the health service system. The services provided have characteristics that are sustainable, coordinative and educational so that the quality of the service will greatly determine the quality of the puskesmas service as a whole (Sigit Indrawijaya, 2022). As professionals, of course you have to be able to carry out your work well so that you can produce maximum output, so you need employees who are able to provide optimal performance results.

Work-family conflict refers to the conflict between the conflicting demands of work roles and family roles. This conflict arises when individuals experience difficulty in integrating or dividing time and attention between work and family, especially when both roles require high commitment simultaneously. Greenhaus and Beutell (1985) in (Soetjipto, 2019) highlighted that pressure from work and family can interfere with each other, affecting an individual's ability to carry out their roles well in both environments. Indicators of Work-Family Conflict, Time-based conflict, Time-based conflict is a conflict that occurs because time is used to fulfill one role and is not used to fulfill another role. Strain-based conflict, Strain-based conflict occurs when the demands of one role family or work makes it difficult to fulfill the demands of other family or work roles. Behavior-based conflict occurs when certain behavioral patterns in one role do not match behavioral patterns in other roles, resulting in incompatibility.

The second factor is professionalism, (Sedarmayanti, 2017) professionalism is an attitude of reliability in carrying out tasks using special knowledge and abilities obtained through education and training which is used as the main job by prioritizing precise, careful work quality and understanding in every work procedure. This explanation illustrates that a professional is someone who is responsible for their duties, equipped with knowledge, skills, experience and the determination to continue to innovate for progress and independence. In research (Ferawati et al., 2020) every employee is advised to demonstrate professionalism in their work to effectively use skills, time, energy, resources and expertise relevant to their field, which will ultimately influence their performance. According to (Sedarmayanti, 2017) the indicators used to measure an employee's professionalism can be measured through: Competency is a person's ability to carry out a job based on skills and knowledge that are in accordance with the demands of the job. Effectiveness is a measure that states the extent to which an action succeeds in achieving predetermined goals with optimal results. This measure includes (quantity, quality, time). Efficiency can be interpreted as a comparison between input and output, energy and results, costs and pleasure generated. Responsibility means the ability of an employee to complete the work handed over to him as well as possible on time and dare to take risks on decisions that have been made.

The third factor is organizational commitment. Organizational commitment according to (P.Robbins, 2015) is defined as a situation where a worker chooses to support a certain group in order to continue being a member of the organization. This desire is demonstrated by offering all organizational efforts with confidence and acceptance of the ideals and goals of the organization. Qualified and professional employees need to show commitment to the company they work for. In research (Astuti, 2022), committed employees are employees who promise themselves to move the company towards achieving common goals with optimal performance in this era of globalization, because commitment reflects individual loyalty to the company. Indicators of Organizational Commitment Streers (1988) in (Ria Mardina Yusuf, 2017) divides commitment to the organization into three aspects including: Identification with the organization is a process where individuals feel bound and accept the goals and values of the organization as part of their identity and commitment. Engagement refers to an individual's level of readiness to contribute significant time and energy com-

mensurate with their role and responsibilities within the organization. Loyalty includes a strong desire to remain in organizational membership, based on high commitment, a strong emotional connection, and a sustained level of involvement between the individual and the organization.

Kebondalem Community Health Center has 7 sub-sections starting from the administration section, essential & community health UKM, development UKM, pharmacy & laboratory UKP, community health center service network, buildings and infrastructure, quality. The sub-section has duties and responsibilities whose aim is to realize the Kebondalem Community Health Center service program.

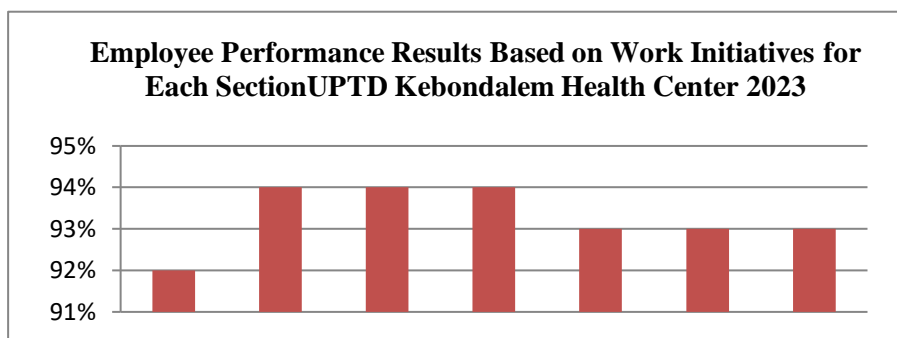


Figure 1. Employee Performance

(Source: Data is processed 2024)

Based on the data shown in Figure 1.1, it can be explained that employees working at the Kebondalem Community Health Center UPTD have not been able to achieve the targets shown in Figure 1.1. The main tasks and roles of each field have not enabled employee performance results to reach the target of 100%. The height of the bar shows the percentage of employees in each section who achieve expectations in terms of work initiative. The data in the administration sub-section diagram has a percentage of 92%, essential & public health UKM, development UKM, and pharmaceutical & laboratory UKP have the highest percentage, namely 94%, community health center service networks, buildings and infrastructure, and quality with a percentage of 93%. Based on the diagram, it can be seen that the performance of employees at the Kebondalem Community Health Center UPTD based on work initiatives in each section is classified as good. The average percentage across all sections is 93%.

## METHOD

### Research design

This research uses quantitative methods with a focus on explanation (explanatory research), which aims to reveal the relationship between research variables and test hypotheses that have been previously formulated. This method makes it possible to understand the factors that influence the observed phenomena in depth.

### Population, Sample, Sampling

The population in this study refers to all employees or employees who work at the Community Health Center, with the aim of identifying and analyzing the influence of work-family conflict, professionalism and organizational commitment on employee performance. The sample consisting of 45 employees was selected using a probability sampling technique. In this context, the researcher used saturated sampling, where all members of the population (namely all employees of the Kebondalem Health Center in Bangorejo District, Banyuwangi Regency) were taken as samples. This approach was chosen to ensure that every individual in the population had the opportunity to be represented in the research, so that the results could better represent

the overall conditions and characteristics of the Puskesmas employees. Thus, the entire population involved is expected to provide a comprehensive and accurate picture of the variables studied (Sugiyono, 2018).

### Data Validity Testing

**Table 1. Validity Test Results**

Variabel	Statement Item	R-score	R-table	Information
<i>Work-Family Conflict (X1)</i>	X1.1	0,852	0,2940	Valid
	X1.2	0,727	0,2940	Valid
	X1.3	0,534	0,2940	Valid
	X1.4	0,726	0,2940	Valid
	X1.5	0,852	0,2940	Valid
Work Professionalism (X2)	X2.1	0,611	0,2940	Valid
	X2.2	0,639	0,2940	Valid
	X2.3	0,609	0,2940	Valid
	X2.4	0,487	0,2940	Valid
Commitment Organization (X3)	X3.1	0,626	0,2940	Valid
	X3.2	0,564	0,2940	Valid
	X3.3	0,797	0,2940	Valid
Employee Performance (Y1)	Y1.1	0,514	0,2940	Valid
	Y1.2	0,563	0,2940	Valid
	Y1.3	0,513	0,2940	Valid
	Y1.4	0,456	0,2940	Valid
	Y1.5	0,446	0,2940	Valid
	Y1.6	0,637	0,2940	Valid

(Source: Results of SPSS version 27 primary data processing in 2024)

From table.1, the results of the validity test can be seen that all the items proposed have a value of  $r_{\text{count}} > r_{\text{tabel}}$ , namely at a significant level where the value of  $\alpha=0.05$  and the r-table value is 0.2940. This proves that all of the items stating work family conflict, work professionalism, organizational commitment and employee performance in this research can be declared valid and can be used as variables that can be proposed in this research.

### Reliability Testing

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha	Constanta	Information
Work-Family Conflict	0,789	0,60	Reliabel
Work Professionalism	0,708	0,60	Reliabel
Commitment Organization	0,747	0,60	Reliabel
Employee Performance	0,697	0,60	Reliabel

(Source: Results of SPSS version 27 primary data processing in 2024)

Based on table.2, the results of the reliability test above show that the data obtained is reliable because the Cronbach's Alpha value of the variable work family conflict is 0.789, the work professionalism variable is 0.708, the organizational commitment variable is 0.747, and the employee performance variable is 0.697 so that the data obtained can be obtained. is said to be reliable or appropriate as a tool in data collection.

## RESULTS AND DISCUSSION

### Multiple Linear Regression Testing

**Table 3. Multiple linear regression results**

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	B		Beta		
(Constant)	11,168	2,632		4,243	0,000
Work Family Conflict	-0,222	0,076	-0,286	-2,900	0,006
Work Professionalism	0,656	0,125	0,570	5,246	0,000
Commitment Organization	0,420	0,169	0,272	2,485	0,017

(Source: Results of SPSS version 27 primary data processing in 2024)

Based on table.3 above, you can see the following regression equation:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

$$Y = 11.168 + -0.222 X_1 + 0.656 X_2 + 0.420 X_3$$

The regression results above are as follows:

The constant value (a) above is 11.168, meaning that the value of a as a constant value has a positive value with a value of 11.168. The positive and negative signs indicate a one-way influence between the independent variable and the dependent variable. When all independent variables, namely work family conflict (X1), work professionalism (X2) and organizational commitment (X3) are 0 and do not change, the performance variable is 11.168 or constant.

The coefficient of X1(b1) is -0.222. This value is a regression of family conflict will further decrease the performance of employees at the Kebondalem health center.

The coefficient of X2 (b2) is 0.656. This value is the regression coefficient

Coefficient X3 (b3) is 0.420. This value is the regression coefficient value

### Normality Testing

**Table 4. Normality Test**

One-Sample Kolmogorov-Smirnov Test		
N		Unstandardized Residual
Normal Parameters <sup>a,b</sup>		45
	Mean	.0000000
Most Extreme Differences	Std. Deviation	1.01706670
	Absolute	.085
	Positive	.074
Test Statistic	Negative	-.085
Asymp. Sig. (2-tailed) <sup>c</sup>		.085
		.200 <sup>d</sup>

(Source: Results of SPSS version 27 primary data processing in 2024)

Based on table.4 above, it can be seen that the Kolmogorov – Smirnov value obtained is and the significance value is 0.200, which means it exceeds the significance value so it can be concluded that the data in the study is normally distributed.

### Multicollinearity Testing

**Table 5. Multicollinearity Test Results**

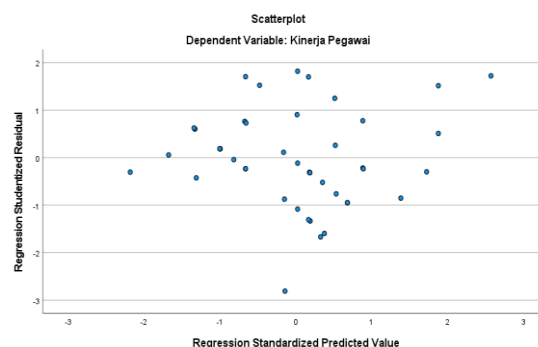
	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Work Family Conflict	.967	1.034
Work Professionalism	.799	1.252
Commitment Organization	.790	1.266

(Source: Results of SPSS version 27 primary data processing in 2024)

Based on table.5 above, the results obtained for each independent variable, namely work family conflict, work professionalism and organizational commitment, have a tolerance value of  $> 0.10$  and a VIF value of  $< 10$ , therefore it can be concluded that there is no multicollinearity in this research.

### Heteroscedasticity Testing

The following test results are presented with a scatterplot image as follows:



The image shows heteroscedasticity because there is no regular pattern in the distribution of residual data. The residual points are randomly distributed around the zero value on the Y axis, indicating that the residual variance is relatively stable. This situation supports the assumption that the regression model has a uniform residual variance throughout the range of predicted values, strengthening the validity of the regression analysis results.

### Hypothesis test

**Table 6. Hypothesis Test Results**

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	B		Beta		
(Constant)	11,168	2,632		4,243	0,000
Work Family Conflict	-0,222	0,076	-0,286	-2,900	0,006
Work Professionalism	0,656	0,125	0,570	5,246	0,000
Commitment Organization	0,420	0,169	0,272	2,485	0,017

(Source: Results of SPSS version 27 primary data processing in 2024)

To test the influence between each variable partially, it can be done by testing the t test. Based on the table above, the t test results can be concluded as follows. The table shows the test results of three independent variables on the dependent variable in a regression model. The Work Family Conflict variable has a coefficient of -0.222 with a t-statistic of -2.900 and a significance of 0.006, indicating a significant negative in-

fluence on the dependent variable. Meanwhile, the Work Professionalism variable has a coefficient of 0.656 with a t-statistic of 5.246 and a significance of 0.000, indicating a very significant positive influence. The Organizational Commitment variable has a coefficient of 0.420 with a t-statistic of 2.485 and a significance of 0.017, indicating a significant positive influence on the dependent variable. These results indicate that Work Professionalism has the most significant influence among the other variables in this regression model.

#### Determination Coefficient Testing (R Test)

**Table 7. Determination Coefficient Test Results**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	,783 <sup>a</sup>	,613	,585	1,05362	1,898

(Source: Results of SPSS version 27 primary data processing in 2024)

Based on the Adjusted R-Square value of 0.585 explained in the table, it can be concluded that variables such as work family conflict, work professionalism, and organizational commitment together are able to explain around 58.5% of the variation in employee performance. This indicates that these variables have a significant influence on the performance measured in this research. The remaining variation of 41.5% (100% - 58.5%) can be influenced by other factors not included in the regression model, such as job training, work culture, or work motivation. These results underscore the importance of the key variables studied in understanding and predicting employee performance, while also demonstrating the complexity of other factors that influence overall performance outcomes.

#### Discussion

The Influence of Work Family Conflict on the Performance of Kebondalem Community Health Center UPTD Employees. The research results show that the coefficient value of the work family conflict variable is in a negative direction. Work family conflict is viewed from the time based conflict indicator from 45 respondents who answered with the statement (X1.1) I feel the work I do causes my time to become increasingly limited. The majority of respondents answered that they disagreed, 62% or 28 respondents. The statement (X1.2) which states that I rarely enjoy holidays because I am busy at work shows that the majority do not agree with 67% or 30 respondents, this could happen because the roles they play do not support each other considering the time spent fulfilling work demands and requirements. family. Work family conflict is viewed from the stress based conflict indicator, statement (X1.3) which states that work demands affect family life. The majority of respondents answered that they disagree, 62% or 28 respondents, statement (X1.4) which states that there have been complaints from family members due to work factors. the majority of respondents answered that they disagreed, 67% or 30 respondents, this could happen because there is pressure from one role influencing other roles. Work family conflict is reviewed from the behavior based conflict indicator with the statement (X1.5) which states that the family feels that they do not receive support from their role as a household. The majority of respondents answered 60% or 28 respondents. This statement can occur because there is a mismatch between behavior patterns and the wishes of the family. both parts (work and family). The results of this research are also supported by previous research conducted by (Karlina & Fitri, 2023) which states that there is a negative influence between work family conflict and employee performance. This means that work family conflict can help employees improve performance. Employees must also be able to divide their time between family and work so that later it does not cause family conflict and creates an attitude of professionalism at work.

The Influence of Work Professionalism on the Performance of Kebondalem Community Health Center UPTD Employees. The results show that the work professionalism variable (X2) has a positive effect on the employee performance variable (Y), which means that there is a positive relationship between the work professionalism variable and employee performance. As work professionalism increases, employee performance at the Kebondalem Health Center UPTD will increase. Employees who work at the UPTD Puskesmas Kebondalem are required to improve their work performance with abilities based on skills and knowledge that are in accordance with job demands, employees also prioritize results or output which include quantity, quality and time at work, employees always measure input and output at work. , and being responsible, which means being able to complete the work that has been given and done on time and having the courage to take risks on the decisions that have been made. The results of this research are also supported by previous research conducted by (Hasibuan & Yuliana, 2023) with a professional attitude, making a person behave and behave well and will improve the resulting performance.

The Influence of Organizational Commitment on the Performance of Kebondalem Community Health Center UPTD Employees. The results show that the organizational commitment variable (X3) has a positive effect on the employee performance variable (Y), which means that there is a positive relationship between the organizational commitment variable and employee performance. The greater the organizational commitment, the higher the employee performance at the Kebondalem Health Center UPTD. Employees who show commitment to the organization tend to be more stable in carrying out their roles compared to those who lack commitment. Work commitment is a psychological bond that reflects the relationship between members of an organization and influences an individual's decision to remain active in the organization effectively. In other words, this shows that employees have the willingness to work according to the plans and procedures set by the company. They also show loyalty to the organization in carrying out their duties, so that work in the company can be carried out in accordance with the plans and work programs that have been prepared. This includes employees' hard work and dedication in carrying out their duties seriously, in order to achieve company goals. The results of this research are also supported by previous research conducted by (Frimayasa & Lawu, 2020) stating that organizational commitment influences employee performance. The more committed a person is at work, the stronger the employee will have the urge to contribute to provide the best results for the organization in order to achieve the goals. Committed employees will feel a sense of belonging to the organization. This can encourage them to continue to innovate to improve performance.

## CONCLUSION

Based on the analysis carried out in this research, it can be concluded as follows:

Work family conflict (X1) has a negative effect on the performance of Kebondalem Community Health Center employees. These results prove that the higher the level of conflict experienced by employees between work and personal life, the lower their performance. This conflict can be caused by several factors, such as long working hours, high job demands, and lack of support from the family.

Work professionalism (X2) has a positive effect on the performance of Kebondalem Community Health Center employees. These results prove that the existence of work professionalism which is based on effectiveness and efficiency in work, competence and responsibility at work will contribute to improving employee performance.

Organizational commitment (X3) has a positive effect on the performance of Kebondalem Community Health Center employees. These results prove that the existence of organizational commitment which has the prin-



ciple of showing loyalty, agreeing to organizational policies, and being serious about the roles and responsibilities of work within the organization at work will have an influence in improving employee performance.

### Suggestion

From the research results and conclusions obtained, the following are suggestions that can be given:

The leadership of the Kebondalem Community Health Center UPTD so that work family conflict does not affect performance needs to increase communication and openness between leadership and employees, holding family gatherings. The attitude of professionalism at work carried out by employees and an employee's commitment to the company must be maintained and further improved by every employee in the company by providing effective professional development guidance, encouraging employees to maintain productivity, and providing employee facilities to support and complete work with output. the maximum.

uture researchers are expected to be able to carry out a broader scope and integrate additional variables in further research such as job training, work culture, work motivation which can support the research object to be studied.

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