

## **Work Family Conflict, Individual Characteristic, and Teamwork on Employee Performance in Transportation Sector**

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### **ABSTRACT**

*This research aims to identify and analyze Work Family Conflict, Individual Characteristic, and Teamwork on Work Performance in the transportation sector. This research using a quantitative approach. The sampling using the total sample technique with the number of respondents as many as 60 respondents from Dinas Perhubungan Surabaya City Bidang Angkutan. The Data collection techniques using questionnaires distributed through questionnaires. The data analysis technique in this study used multiple linear regression analysis. Data processing in this study used the SPSS 25 software program (statistical program for the social sciences). The results of this study show that the work family conflict has a negative and significant effect on employee performance, individual characteristics has a positive and significant effect on employee performance, team work has a positive and significant effect on employee performance work family conflict, individual characteristic, teamwork simultaneously have a positive and significant effect on employee performance.*

**Keywords: Work Family Conflict, Individual Characteristic, Teamwork, Employee Performance**

## **INTRODUCTION**

In an organization Human Resources is the first and main element in every activity performed reliable and sophisticated equipment without the active role of Human Resources means nothing (Hasibuan, 2018). It is what makes an organization or the company is aware of the value of investing in employees as human resources. Where currently retaining employees who perform well is increasingly difficult to do. Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time (Hasibuan, 2018). Not only companies but government agencies such as agencies Surabaya City Transportation Service in the field of transportation also important in improving employee performance. A government agency that wants to provide maximum public services to the community then the agency will try to change the employees to have good quality and performance so that more productive employee performance will be formed in carrying out their respective duties and responsibilities (Arifudin dan Rusmana, 2020).

Many factors can affect the condition of employees in carrying out their duties such as employees who are unable to divide and balance time for work and family, it can trigger it work family conflict this will make employee performance decrease. Work family conflict interpreted as a conflict that occurs in a human relationship between one party and another for achieving goals where in the event of a conflict will arise due to differences in interests,

emotions, and values (Haziroh et al, 2022).

Another factor that can affect employee performance is Individual Characteristic, differences in individual characteristics are caused by age, gender, number of dependents, marital status, and work experience of employees. Individual characteristics in the form of special characteristics or characteristics possessed by employees who can making himself have different abilities from other employees to maintain and improve his performance (Putra dan Fitri, 2021). Individual characteristics at the Surabaya City Transportation Service are not optimal. This means that there are employees who are less able to control their emotions when dealing with people who convey their complaints, people who complain in a high-pitched voice cause employees to be offended and emit a loud voice so that it disturbs the concentration of other employees so that it will affect the performance of Surabaya City Transportation Department employees in the transportation sector.

Other factors that affect employee performance are teamwork is a form of social interaction for a group of people with contradictory abilities, talents, experiences, and backgrounds, gathering together to achieve one goal. Although there are differences between them but have the same goal which means a link that unites them as a team (Robbins dan Timothy, 2017). Low teamwork within the company will reduce the performance of each employee but when teamwork is getting better it

will produce optimal performance (Alviani dan Nuvriansari, 2022).

Work family conflict has a significant and significant effect on performance, this shows that there is a relationship between work family conflict and employee performance (Retnowati et al, 2020). Work family conflict does not affect employee performance, meaning that work family conflict cannot improve employee performance (Pratiwi et al, 2019).

Individual Characteristics have significant and significant influence on performance, this proves that good Individual Characteristics will improve employee performance (Fauziah, 2019). Individual Characteristics do not affect employee performance, meaning that individual characteristics cannot improve employee performance (Daud et al, 2021).

Teamwork has a significant and significant effect on performance, this shows that the better the teamwork relationship will make employee performance increase (Ariyanto et al, 2019). Teamwork does not affect employee performance, meaning that teamwork cannot improve employee performance (Hilmawan, 2020).

### **Formulation of the problem**

Based on the description of the problem formulation above, the following research questions can be asked :

1. Does work family conflict effect employee performance?
2. Does individual characteristic effect employee performance?
3. Does teamwork effect employee performance?
4. Does work family conflict,

individual characteristic, and teamwork effect employee performance?

### **LITERATURE REVIEW**

In an organization Human Resources is the first and main element in every activity performed reliable and sophisticated equipment without the active role of Human Resources means nothing (Hasibuan, 2018). It is what makes an organization or the company is aware of the value of investing in employees as human resources. Where currently retaining employees who perform well is increasingly difficult to do. Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time (Hasibuan, 2018). Not only companies but government agencies such as agencies Surabaya City Transportation Service in the field of transportation also important in improving employee performance. A government agency that wants to provide maximum public services to the community then the agency will try to change the employees to have good quality and performance so that more productive employee performance will be formed in carrying out their respective duties and responsibilities (Arifudin dan Rusmana, 2020).

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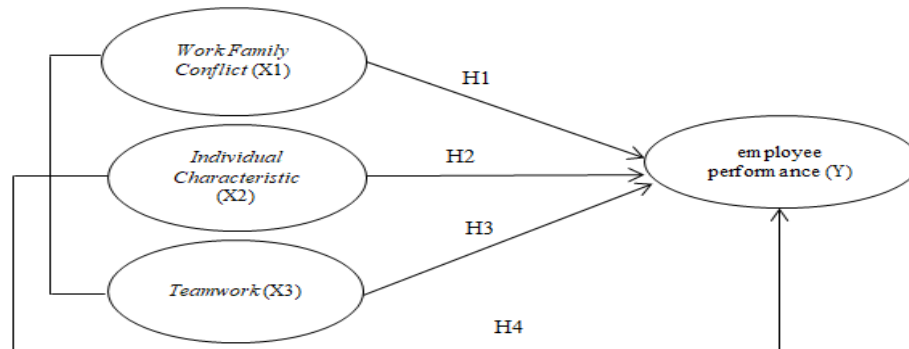


Figure 1 Research Model Paradigm

**Research Hypothesis**

The formulation of the proposed hypothesis is as follows :

H1: Work family conflict has a positive effect on employee performance

H2: Individual characteristic has a positive effect on employee performance

H3: Teamwork has a positive effect on employee performance

H4: Work family conflict, individual characteristic, and teamwork together have an positive effect on employee performance.

**RESEARCH METHODOLOGY**

This research using quantitative data types where data obtained from respondents through a questionnaire. Quantitative data is data in the form of numbers analyzed using statistical calculations. Data collection techniques in this study used instruments in the form of distributing questionnaires to respondents using a Likert scale as a measurement scale. The population in this study were employees at the Surabaya City Transportation Service in the

transportation sector. Sampling technique is done by using the method probability sampling. Probability sampling namely a sampling technique that provides equal opportunities or opportunities for each element or member of the population to be selected as a sample (Sugiyono, 2017). Using the total sample technique, this sampling technique is taken by taking all members of the population as respondents or samples. So the sample in this study were all employees of the Surabaya City Transportation Service in the transportation sector, totaling 60 employees. The data analysis technique used in this study consists of validity test, reliability test, classic assumption test (normality test, multicollinearity test, autocorrelation test, and heteroscedasticity test), multiple linear regression analysis and hypothesis testing partially (t-test) and simultaneously (F-test) and the coefficient of determination (R<sup>2</sup>) statistically with SPSS 25 software (statistical program for the social sciences).

**RESULT**

**1. Validity Test**

Table 1. Validity Test results

Variabel	Item	r hitung	r-kritis	Kesimpulan
<i>Work Family Conflict</i> (X <sub>1</sub> )	X1.1.1	0.917	0,30	Valid
	X1.1.2	0.866		Valid
	X1.2.1	0.964		Valid
	X1.2.2	0.912		Valid
	X1.3.1	0.892		Valid
<i>Individual Characteristic</i> (X <sub>2</sub> )	X1.3.2	0.790		Valid
	X2.1.1	0.624		Valid
	X2.1.2	0.568		Valid
	X2.2.1	0.535		Valid
	X2.2.2	0.539		Valid
<i>Teamwork</i> (X <sub>3</sub> )	X2.3.1	0.563		Valid
	X2.3.2	0.465		Valid
	X2.4.1	0.512		Valid
	X2.4.2	0.554		Valid
Kinerja Pegawai (Y)	X3.1.1	0.749		Valid
	X3.1.2	0.665		Valid
	X3.2.1	0.538		Valid
	X3.2.2	0.592		Valid
	X3.3.1	0.409		Valid
	X3.3.2	0.452		Valid
	Y.1.1	0.682	Valid	
	Y.1.2	0.713	Valid	
Y.2.1	0.711	Valid		
Y.2.2	0.448	Valid		
Y.3.1	0.431	Valid		
Y.3.2	0.488	Valid		
Y.4.1	0.498	Valid		
Y.4.2	0.575	Valid		

From the question items for all research variable values, the corrected item-total correlation was obtained above 0.30. This

means that all of the variable instrument items in this study were declared valid.

**2. Reliability Test**

Table 2 Reliability Test

Variabel	Nilai Alpha Cronbach	Nilai Krisis	Keterangan
<i>Work Family Conflict</i> (X <sub>1</sub> )	0.891		Reliabel
<i>Individual Characteristic</i> (X <sub>2</sub> )	0.661		Reliabel
<i>Teamwork</i> (X <sub>3</sub> )	0.692		Reliabel
Kinerja pegawai (Y)	0.625		Reliabel

Based on table 2 above, it is known that the Cronbach's Alpha value obtained for each variable is > 0.60. It means that the variables work family conflict (X<sub>1</sub>), individual characteristics (X<sub>2</sub>), teamwork (X<sub>3</sub>), and employee

performance (Y) obtained through distributing questionnaires have reliable results.

### 3. Normality test

Table 3. Normality test  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		60
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	279,102,211
	Absolute	,081
Most Extreme Differences	Positive	,079
	Negative	-,081
Test Statistic		,081
Asymp. Sig. (2-tailed)		,200 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

This means that all of the variable instrument items in this study were declared valid.

It means that the variables work family conflict (X1), individual characteristics (X2), teamwork (X3), and employee performance (Y) obtained through distributing questionnaires have reliable results. So it's concluded that the data the value of the Kolmogorov Smirnov test is 0.200 where the value shows more than 0.05. shows more than 0.05. in this study normally distributed.

### 4. Multicollinearity Test

Table 4. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1		
Work Family Conflict (X <sub>1</sub> )	,879	2,021
Individual Characteristic (X <sub>2</sub> )	,842	2,061
Teamwork (X <sub>3</sub> )	,853	2,049

The test results, table 3.2 Multicollinearity test shows that the VIF value on the Work Family Conflict variable is worth 2.021 <10, for the Individual Characteristic variable it is worth 2.061 <10, and for the Teamwork variable it is worth 2.049 <10. So

it is concluded that all independent variables have a value of < 10. The tolerance value has a value of > 10 so that in this study there was no multicollinearity.

Based on the results of the scatterplot in Figure 4.1, it is known that the residual plots are randomly distributed and doesn't have a particular pattern. Thus it is concluded that there is no heteroscedasticity

So it is concluded that all independent variables have a value of < 10. The tolerance value has a value of > 10 so that in this study there was no multicollinearity. **Autocorrelation Test**

Table 5. Autocorrelation Test

Model Summary <sup>a</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,693 <sup>a</sup>	,719	,044	1,865	1,794

Sumber : Hasil olah data, 2023

In this study, the number of respondents was 60 or N = 60 with the number of independent variables 3 or K = 3, so that dL = 1.4797 and dU = 1.6889 were obtained. Thus dU < d < 4-dU. it is known that the value of D = 1.794. With the following basic decision making (du < d < 4-du =



1.6889<1.794<2.3111). This means that in this study there was no autocorrelation.

### 5. Multiple linear analysis

Table 6. Multiple linear analysis test

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	4,998	1,642		2,269	,045
Work Family Conflict (X <sub>1</sub> )	-,033	,098	,046	1,340	,012
Individual Characteristic (X <sub>2</sub> )	,559	,108	,075	1,851	,035
Teamwork (X <sub>3</sub> )	,538	,162	,032	1,831	,024

Based on the results in table 4. The multiple linear analysis test obtained a constant value of 4.998. The X<sub>1</sub> value of the work family conflict variable is -0.033, the X<sub>2</sub> value of the individual characteristic variable is 0.559 and the X<sub>3</sub> teamwork variable is 0.538. So we get a multiple linear regression equation  $Y = 4.998 - 0.033X_1 + 0.559X_2 + 0.538 X_3 + e$ . The constant value ( $\alpha$ ) = 4.998 indicates that the variable coefficient value is negative 0.033, which means that if there is increased by one unit, the employee's performance (Y) decreased by 0.033.

Work Family Conflict (X<sub>1</sub>) increases by one unit, the performance decreases by 0.033. The positive coefficient value is 0.559 if the Individual Characteristic (X<sub>2</sub>) increases by one unit, the employee's performance (Y) increases by 0.559. The variable coefficient value is positive 0.538, which means that if Teamwork (X<sub>3</sub>) increases by one unit, employee performance (Y) increases 0.538.

### 6. Partial Test (Test-T)

The results of the t-test can be seen in table 4 where the results of the t-test for the effect of the work family conflict variable on employee performance are obtained the t-count value (0,012) < 0,05 means that Ho is rejected and Ha are accepted, so that H1 which states that "Work family conflict has a significant effect on the performance of employees of the Surabaya city transportation service" is proven to be true. The results of the t-test for the effect of the Individual Characteristic variable on employee performance have a t-count value of 1.851 with a p-value (0.035) <0.05 meaning that Ho is rejected and Ha is accepted, then H2 states "Individual Characteristic Influencing the performance of employees of the Surabaya city transportation service". The results of the t-test of the effect of the teamwork variable on employee performance obtained a t-count value of 1.831 with a p-value (0.024) <0.05 meaning that Ho is rejected and Ha is accepted, so that H3 states that "Teamwork has a significant effect on the



performance of city transportation service employees Surabaya.

**7. Simultaneous Test (Uji-F)**

Table 6. Simultaneous Test (Uji-F)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4,002	3	1,334	6,163	,030b
Residual	459,598	56	8,207		
Total	463,600	59			

From the results of multiple regression analysis using  $Df_1(k-1) = 2$  and  $Df_2(n-k-1) = 56$  at an alpha of 5%, an  $F_{table}$  of 3,162 is obtained while an  $F_{count}$  is obtained of 6.163 so that  $F_{count} (6,163) > F_{table} (3,162)$  from the calculation above it's known that

$H_0$  is rejected and  $H_a$  is accepted, thus it can be said that simultaneously the variables Work Family Conflict (X1), Individual Characteristic (X2), and Teamwork (X3) simultaneously influence the value of Employee Performance (Y).

**8. Uji Koefisien Determinasi ( $R^2$ )**

Table 7. Determination Test

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	,693 <sup>a</sup>	,719	0,044	1,865	1,794	

The result of the coefficient of the determination (Adjusted  $R^2$ ) is 0,719, meaning that the contribution of work family conflict, Influencing the performance of employees of the Surabaya city transportation service". The results of the t-test of the effect of the teamwork variable on employee performance obtained a t-count value of 1.831 with a p-value (0.024)  $< 0.05$  meaning that  $H_0$  is rejected and  $H_a$  is accepted, so that  $H_3$  states that "Teamwork has a significant effect on the performance of city transportation service employees Surabaya. known that  $H_0$  is rejected and  $H_a$  is accepted, thus it can be said that simultaneously the variables Work Family Conflict

(X1), Individual Characteristic (X2), and Teamwork (X3) simultaneously influence the value of Employee Performance (Y) individual characteristic, and teamwork on performance is 71.9%, the rest is influenced by other variables not examined

**CONCLUSION**

Based on the results of the analysis and discussion that has been done, the following conclusions are drawn: (a) Work family conflict variable affects employee performance with a negative sign of the regression coefficient, it means that the higher the work family conflict in employees, the lower the performance of employees. (b)

Individual characteristic variables have a positive and significant effect on employee performance. (c) Teamwork variable has a positive and significant effect on employee performance. so that the better the teamwork, the employee's performance also increases. (d) From the results of the F test, the value of  $F_{count} (6.163) > F_{Tabel} (3.162)$  means that  $H_a$  is accepted and  $H_o$  is rejected. This means that simultaneously Work Family Conflict, Individual Characteristics and Teamwork have an influence on employee performance.

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