

The Effect of Team Work, Family Work Conflict and Employment Family Conflict on the Performance of BNI Employees Long South Branch

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Abstract: This study aims to see the effect of (1) team work on the performance of employees of PT BNI Selatpanjang (2) Conflict of family work on the performance of employees of PT BNI Selatpanjang (3) Work family conflicts against the performance of employees of PT BNI Selatpanjang (4) Team work, family work conflicts and work family conflicts have a joint effect on the performance of employees of PT BNI Selatpanjang. The entire population in this study There are 45 employees of PT BNI Selatpanjang and the technique of determining the number of sample taken as respondents using total sampling in Sugiyono (2017). The results of this study indicate that (1) team work provides a significant positive influence on the performance of employees of PT BNI Selatpanjang (2) Family work conflicts has a significant negative effect on the performance of employees of PT BNI Selatpanjang (3) Work family conflicts has a significant negative effect on the performance of employees of PT BNI Selatpanjang (4) Team work, family work conflicts and work family conflicts collectively have a positive effect on the performance of employees of PT BNI Selatpanjang.

Keywords: Performance, Team Work, Family Work Conflict and Work Family Conflict

1. PRELIMINARY

Performance is the quantity and quality of individual or group work within the organization in carrying out main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been set or are applicable in the organization (Hasibuan, 2019). Based on this definition, it can be concluded that employee performance is used for the results of one's work in accordance with predetermined conditions, as well as their role in the organization in a certain period.

To achieve maximum performance, the agency must be able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally. Basically, the goal of the organization is to improve performance to achieve organizational goals, to be able to survive in competition with other companies, and to achieve profit targets (Robbins, 2008).

Organizations, companies, or agencies are a collection of people who are managed or run by individuals or collectively who need large capital to achieve the goals of the organization, which is assisted by employees in managing their business (Sinambela, 2012). Therefore, the leadership of the company and employees must work together well and solidly regardless of the level of position so that the company's expected goals can be maximally achieved.

The achievement of the goals of an agency is very much guided by the human resource potential of each employee. Therefore, agencies must have good human resource management because human resource management is not just a strategic activity, but also something that is essential in achieving organizational

goals. In an organization, human resources have an important role. Its position is far from being merely a means of production and a driving force for the activities of human resource organizations to have a role in determining the progress or development of an organization (Sutrisno, 2016).

PT Bank Negara Indonesia (BNI) (Persero) Tbk. is a state-owned bank institution, in this case a state-owned company, in Indonesia. In its organizational management structure, PT BNI (Persero) Tbk., Is led by a President Director. PT BNI (Persero) Tbk is the oldest commercial bank in the history of the Republic of Indonesia. This bank was established on July 5, 1946. Currently PT BNI (Persero) Tbk has 2,262 branch offices in Indonesia and 8 overseas.

One of the branches of PT BNI (Persero) Tbk in Indonesia is PT BNI Selatpanjang Branch. This bank is located at I. Merdeka No.128, Selat Panjang Bar., Kec. Tebing Tinggi, Meranti Islands Regency, Riau Province. Regarding employee performance, this Bank has a problem not achieving the desired target. The following is a table of targets and performance realization of PT BNI Selatpanjang Branch employees in 2019:

Table 1: Target and Realization of Performance of PT BNI Selatpanjang Branch

o.	Performance Indicators	Target (Billion Rp)	Realiza tion (Billion Rp)	Percen tage (%)
.	Expansion of Third Party Funds	112	81	72
.	Productive Financing Expansion	52	41	79
.	Expansion of Consumptive Financing	54	32	59
.	Total	218	154	71
.	Average			70

Source: Performance Report of PT BNI (Persero) Tbk Selatpanjang Branch

When viewed from the table above the realization of the work program PT BNI (Persero) Tbk Selatpanjang Branch during the last 1 (year) year did not reach the target. On indicatorsExpansion of Third Party Funds from Rp 112 Billion the planned target was only Rp. 81 billion or around 72%. On indicatorsProductive Financing Expansionalthough the achievement was quite high at 79%, it still did not reach the target. Likewise with indicatorsThe Consumptive Financing Expansion is targeted at Rp. 54 billion but only up to Rp. 32 billion (59%). It can be said that the average performance achievement of PT BNI Selatpanjang Branch is only 70%. From these results it can be concluded that employee performance problems occur because the realization did not reach the target.The decline in the performance of the employees of PT Bank BNI Selatpanjang is allegedly influenced by several factors. Factors that are thought to affect the performance, such as team work, family work conflicts and work family conflicts.

2. RESEARCH METHODS

The population in this study were all 45 employees of PT BNI Selatpanjang Branch. The technique of taking this sample uses total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2016). The reason for taking total sampling is because according to Sugiyono (2016) the total population is less than 100, the entire population is used as the research sample. However, because the sample used is the entire population, namely PT BNI Selatpanjang Branch, the sample in this study is the same as the population, namely all PT BNI Selatpanjang Branch totaling 45 (forty five) people.

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots\dots\dots (2)$$

Where:

- Y = Performance
- a = Intercept constant
- X₁ =Team work
- X₂ = WFC
- X₃ = FWC
- b₁, b₂, b₃ = Regression Coefficient
- e = Error Term

3. RESEARCH RESULT

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the research hypothesis, multiple linear regression tests were used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing t_{count} with t table and sig value with $\alpha = 0.05$. In detail, the results of multiple regression testing can be seen in Table 2.

Table 2: Multiple Regression Equation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,322	3,091		2,368	.019
	Team Work (X1)	.419	.131	.286	3,203	.002
	WFC (X2)	-.476	.113	-.384	-4,207	.000
	FWC (X3)	-.222	.094	-.159	-2,377	.019
a. Dependent Variable: Y						

Source: SPSS Output Results (2020)

Based on Table 2 above, the estimation model can be analyzed as follows:

$$Y = 7,322 + 0.419 (X_1) - 0.476 (X_2) - 0.222 (X_3)$$

Based on the above equation, it can be explained that:

- a. From the above equation it can be seen that there is a constant value of 7,322 which means that if team work, WFC, FWC is zero, then the value of the performance variable is at 7,322. This means that the team work, WFC, FWC contributed to changes in the performance of employees of PT BNI Selatpanjang Branch.
- b. The team work regression coefficient value is positive at 0.419. This means that if the team work increases by one unit, it will result in an increase in performance of 0.419 one at a time.
- c. Regression coefficient value WFC negative value which is -0.476. This means that if WFC a one-unit increase will result in a decrease in employee performance by -0.476 one-unit.

- d. Regression coefficient value FWC negative value which is -0.222. This means that if FWC an increase of one-unit will result in a decrease in employee performance by -0.222 units.

Regression Coefficient Test (t test)

1. Hypothesis Testing 1

The first hypothesis proposed, that Team work partially has a negative effect on employee performance. Based on the analysis of the t test, it is known that the significance level of the team work variable is 0,002 <from the significance value (0.05). Thus Ho was rejected and Ha accepted. Thus, the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative effect between team work on the employee performance of PT BNI Selatpanjang Branch.

2. Hypothesis Testing 2

The second hypothesis proposed, that WFC partially negative effect on employee performance. Based on the analysis results of the t test, it is known that the level of significance of the variables WFC equal to 0,000 <from the significance value (0.05). Thus Ho was rejected and Ha accepted. Thus, the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative influence between WFC on the performance of employees of PT BNI Selatpanjang Branch.

3. Hypothesis Testing 3

The third hypothesis proposed, that FWC partially negative effect on performance. Based on the analysis results of the t test, it is known that the level of significance of the variables FWC equal to 0,019 <from the significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative effect between FWC on the performance of employees of PT BNI Selatpanjang Branch.

4. Hypothesis Testing 4

The fourth hypothesis proposed, that the team work, WFC, and FWC collectively have a negative effect on employee performance. Based on the analysis of the F test, it is known that the significance level of the team work variable, WFC, and FWC equal to 0.000 <0.05. Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence jointly between team work, WFC, and FWC on the performance of employees of PT BNI Selatpanjang Branch. As can be seen in table 3.

Table 3: F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,595	3	2,845	6,881	.000a
	Residual	198,420	41	3,253		
	Total	207,015	44			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (2020)

Coefficient of Determination (Adjusted R Square)

The coefficient of determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the value is *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The coefficient of determination in this study is taken from the value of R Square which can be seen in Table 4.

Table 4: R Square Test Results

Model Summary b				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.991a	.982	.981	.67841
a. Predictors: (Constant), X ₃ , X ₁ , X ₂				
b. Dependent Variable: Y				

Source: Results of SPSS data processing (2020)

Based on the results of the Adjusted R square analysis is 0,982 this means that 98.2% of employee performance is influenced by independent variables team work, WFC, FWC. While the remaining 1.8% is influenced by other variables outside the model.

Influence Team Work on Employee Performance at PT BNI Selatpanjang Branch

The results of this study indicate that team work has a significant positive effect on the performance of employees of PT BNI Selatpanjang Branch. This indicates that team work determines the performance of employees of PT BNI Selatpanjang Branch. This means that the higher and stronger the team work available to employees in the agency, the higher the employee's performance.

From the results of this study, it appears that the team work variable has a coefficient of 0.419, which means that team work has the second largest influence. This indicates that team work has an impact on improvement employee performance. If PT BNI Selatpanjang Branch wants to improve employee performance, the leadership must activate team work.

The results of this study are in accordance with the data Sunyoto (2015), which states that team work is a form of group work with complementary skills and is committed to achieving a previously agreed mission to achieve common goals effectively and efficiently.

The results of this study are in line with research conducted by A.Aji Tri Budianto and Amelia Katini, in the Scientific Journal of Management Volume 3, Number 1 with the title "The Effect of Team Work on Employee Performance at PT Perusahaan Gas Negara (Persero) Tbk SBU Distribution Region I Jakarta." Which concluded that team work has an effect on employee performance, employee attitudes and behavior are friendly to others and should be further improved in order to motivate employees to improve performance. Team work must also be a leader's concern where too bright lighting, air circulation and the atmosphere of team work can affect employee comfort and performance. The results of this study are also in accordance with Asti (2007) on team work variables that have a significant effect on employee performance.

Influence WFC on the Employee Performance of PT BNI Selatpanjang Branch

The results of this study indicate that the WFC has a significant negative effect on the performance of the employees of PT BNI Selatpanjang Branch. This indicates that the WFC determines the performance of the employees of PT BNI Selatpanjang Branch. This means that the higher the WFC is in the institution, the lower the employee's performance will be.

From the results of this study, it appears that the WFC variable has a coefficient of -0.476 which means that WFC has the greatest influence over other variables. This indicates that WFC is proven to be high in reducing employee performance. If PT BNI Selatpanjang Branch wants to improve employee performance, it must be able to overcome the WFC situation of employees in the agency.

The results of this study are in accordance with the opinion of Greenhaus and Beutell (2015), which states that WFC is a form of conflict between roles, namely the pressure of roles from work and pressure from the roles of the family which contradict each other in several ways. This means that performing roles in the family is made more difficult because of the interference from roles in work.

The results of this study are consistent with the research of Afzal and Yasir (2014) examining the effect of WFC on employee performance. The influence between WFCs on performance is negative. This means that the higher the work-family conflict (WFC) experienced by employees, the lower their performance. Conversely,

when the work-family conflict (WFC) experienced by employees is low, their performance will increase. This is consistent with the research of Namasivayam (2004), which revealed that WFC had a negative effect on performance. Similar to this study, research Carr, et al (2008); Zhao and Hailin (2009); and Rathi and Barath (2013) also stated that WFC has a negative effect on performance.

Influence FWC on the Employee Performance of PT BNI Selatpanjang Branch

The results of this study indicate that FWC has a significant negative effect on the performance of employees of PT BNI Selatpanjang Branch. This indicates that the FWC determines the performance of the employees of PT BNI Selatpanjang Branch. This means that if the FWC of employees increases in an agency it will result in a decrease in employee performance.

From the results of this study, it appears that the FWC variable has a coefficient of -0.22 which means that FWC has the least effect of the other variables. This indicates that FWC can have an impact on employee performance decline. If PT BNI Selatpanjang Branch wants to improve employee performance, it must be able to control FWC for employees.

The results of this study are in line with the opinion of Bagger and Andrew, (2012: 474) that FWC is a conflict originating from a family that interferes with work responsibilities. For example, a worker is late for work because he has to take his child to a day care center first. Karimi, et al. (2012) examined the relationship between FWC (family-work conflict) and the outcome variable, namely performance.

This is also in accordance with the research results of Rathi and Barath (2013); Karimi, et al (2012) stated that the FWC variable has a negative effect on performance. This means that when an employee feels a high family-work conflict (FWC), it will result in decreased performance. When an employee's family-work conflict (FWC) is low, performance will be high.

Influence Team Work, WFC, and FWC on the performance of employees of PT BNI Selatpanjang Branch

The results of this study indicate that team work, WFC, FWC together have a significant influence on the performance of employees of PT BNI Selatpanjang Branch. This indicates that the team work, WFC, FWC determine the performance of employees of PT BNI Selatpanjang Branch. This means that team work, WFC, FWC, will reduce employee performance.

This is in line with the research of Namasi (2014), Carr (2018), Zhao (2019) which shows that the results show support for a significant influence between team work, WFC, FWC on employee performance.

4. CONCLUSION

Based on the results of testing and discussion of the hypotheses described in the previous chapter, the following conclusions can be drawn:

1. Team work has a positive influence on the performance of employees of PT BNI Selatpanjang Branch. This means that employee performance will increase if team work can also be improved. Thus the first hypothesis (H1) is accepted.
2. WFC has a negative influence on the performance of employees of PT BNI Selatpanjang Branch. This means that employee performance will increase if the WFC can be lowered. Thus the second hypothesis (H2) is accepted.
3. FWC has a negative influence on the performance of employees of PT BNI Selatpanjang Branch. This means that employee performance will improve if employee FWC can be managed and lowered. Thus the third hypothesis (H3) is accepted.
4. Team work, WFC, FWC together have an influence on the performance of employees of PT BNI Selatpanjang Branch. From the ANOVA test, the significance probability value is 0.000. The probability of significance is smaller than 0.05, with a significance level of 0.000 as a result, H_0 is rejected and H_a is accepted. Team work variables, WFC, FWC jointly affect the performance of employees of PT BNI Selatpanjang Branch.

Based on the results of the discussion analysis as well as some conclusions in this study, there are suggestions that can be given through the results of this study in order to get better results, namely:

1. For team work, it is advisable for agencies to pay attention to the team work of employees in the agency, because this can be seen from the results of the survey and the results of respondents' responses to team work, showing less good results, if problems occur in team work, it is feared that it will reduce employee performance which will affect the performance of the agency.
2. For the WFC, it is recommended that agencies provide a balance in the world of work with the world of employees' families. Such as managing employee working hours so that employees do not lose time with family.
3. For FWC, leaders and all employees must be able to create work conditions that can reduce employee FWC. Because, if this condition is allowed to worsen the performance of employees of PT BNI Selatpanjang Branch by providing relevant work time.
4. For further researchers, it is hoped that they can examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is suggested to reduce the influence of team work, WFC, FWC on employee performance used. in this research.

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