

The Role of Incentives in Moderating the Impact of Work Demand on Work to Family Conflict Experienced By Health Workers at the Prof. Dr. I G.N.G. Ngoerah Hospital in Denpasar as Covid-19 Referral Hospital



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ABSTRACT: Prof. Hospital Dr. I G. N. G. Ngoerah, which was formerly known as the Sanglah Central General Hospital (RSUP), is the largest Covid-19 referral hospital in Denpasar City. Moreover, this hospital is the most complete hospital with equipment, and is classified as a type A hospital. So, during a Covid-19 pandemic like this, health workers are the spearhead in efforts to deal with Covid-19. Therefore, health workers who are directly involved, such as Covid-19 isolation room workers, are very vulnerable to experiencing work to family conflict. This is due to high work risks and work demands or work demand. Recognizing the important role of health workers, the government pays special attention to health workers through incentives. The purpose of this study was to analyze the effect of work demand on work to family conflict, as well as the role of incentives in mediating the effect of work demand on work to family conflict experienced by health workers at the Covid-19 referral hospital Prof. Dr. I G.N.G. Ngoerah. This research is an explanatory research, with three variables, namely work demand, incentives, and work to family conflict. The research population was all health workers at the Covid-19 Referral Hospital Prof. Dr. I G. N. G. Ngoerah in Denpasar. There are 75 health workers who are directly involved in handling Covid-19, considering that the total population is still below 100, so the sample in this study was determined to be a saturated sample, the data collected was then tabulated and analyzed using the SEM-PLS analysis technique. The results of the analysis show that work demand has a direct positive and significant effect on work to family conflict. It turns out that incentives do not significantly moderate the effect of work demand on work family conflict, and incentives are a predictor variable (predictor moderation).

KEYWORDS: Work demands; Work to family conflict, Incentives, Health workers

I. INTRODUCTION

Hospital is a public facility that functions as a health service center covering the prevention and cure of disease, as well as the maintenance, improvement and restoration of complete health. According to the Decree of the Minister of Health of the Republic of Indonesia Number 1204/MENKES/SK/X/2004 concerning environmental health requirements for hospitals it is stated that hospitals are health service facilities, gathering places for sick and healthy people, or can be a place of disease transmission and allow environmental pollution and health problems^[1].

Sanglah General Hospital or Sanglah Central General Hospital or which has now changed its name to Prof. Dr. I Gusti Ngoerah Gde Ngoerah (RSUP Prof. Dr. I G. N. G. Ngoerah) is a regional general hospital located in Denpasar City, Bali Province. Sanglah General Hospital is the main referral hospital and the largest hospital in the Province of Bali. As the main public hospital in Bali, RSUP Prof. Dr. I G. N. G. Ngoerah has health facilities that are fairly complete, and as a general hospital that is still actively operating Prof. Dr. I G. N. G. Ngoerah can accommodate hundreds of people every day, and is the largest Covid-19 referral hospital in Bali.

Work family conflict is considered to be an important problem in today's business world^[2]. Work family conflict can be defined as a form of role conflict where the demands of the roles of work and family mutually cannot be aligned in several ways^[3]. In general, work family conflict can be divided into work to family conflict and family to work conflict. During the Covid-19 pandemic as it is today, health workers are the spearhead in efforts to deal with Covid-19. Therefore, health workers who are directly involved (such as Covid-19 isolation room workers) are very vulnerable to experiencing work to family conflict. This is due to high work risks and work demands or work demand.

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Work demand is a trigger for fatigue because the workload is too high but has limited time so that there is a problem through the high desire of a job by requiring it to finish work first rather than other personal matters ^[4]. Work demand is an excess burden which is divided into two, namely quantitative and qualitative ^[5]. Unfinished work due to insufficient time is a quantitative overload. Meanwhile, when an individual has thoughts that he does not have an ability that will be needed to complete a job, it is a qualitative overload. Some aspects of work demand are physical, psychological, social physically or certain psychological ^[6]. Challenges and requests for employees in solving problems, issues, jobs that require using technology or innovation require an individual to learn and adapt ^[7]. Limited time to complete a job and job demands that are always high, causing problems of high desire in a job that must be completed immediately ^[8].

Recognizing the importance of the role of health workers for the quality of health services related to overcoming the Covid-19 pandemic, the government must pay special attention to health workers. The government needs to understand and know the needs of health workers, because the needs of health workers are one of the reasons why they work well and are focused. According to Utomo ^[9], if employees' needs are met, then they will get satisfaction which can ultimately affect employee performance. Therefore, as a consequence, companies must manage their employees well by providing incentives to motivate employees to improve their performance. Incentives are deliberately given to employees so that within them a greater enthusiasm arises to improve work performance so that productivity and performance increase ^[10]. Providing incentives within a company plays an important role because it is believed to be able to overcome various problems in an increasingly complex workplace such as low performance and no additional income for employees other than salary. For companies, the provision of incentives is expected to improve employee performance, work productivity, loyalty, discipline, a sense of responsibility for positions and the better the quality of leadership ^[11]. For employees with the provision of incentives they get the opportunity to increase income ^[12]. The aims of this research are to analyse the effect of work demand on the work to family conflict faced by health workers at Prof. Dr. I G.N.G. Ngoerah Hospital in Denpasar and the role of incentives in moderating it.

II. LITERATURE REVIEW

A. The concept of Work-Family Conflict

Work family conflict is defined as a consequence of inconsistent demands between the roles at work and in the family^[13]. Work-Family Conflict is divided into 2 (two), namely (1) Work-to-Family Conflict is a form of inter-role conflict, namely role pressure from work and role pressure from family contradict each other in several ways; (2) Family-of-Work Conflict is a form of conflict between roles including: time, and tension originating from the family that interferes with someone in carrying out their responsibilities at work ^[14]. Family-of-Work Conflict occurs when pressure from family interferes with responsibilities at work. Family-of-Work Conflict means that the role of the family interferes with roles and responsibilities at work ^[15].

B. Work Demand

Work demand, namely a series of employee main job demands including role ambiguity, role conflict, stress, work pressure and incomplete work ^[16]. Job demand is divided into two, hindrance demands and challenge demands ^[17]. According to Coetzer and Rothmann ^[18], even though work demand does not refer to negative things, if there are higher demands for effort and costs, it can cause responses such as depression, anxiety and fatigue. Work demand can cause burnout, so it can also have an impact on employee work engagement ^[19]. Job demand can cause employees to be burdened with all the increasing demands, moreover requiring individuals to be able to increase their efforts in completing work ^[20].

C. Incentives

Incentives are given outside of wages or salaries received by employees every month. The purpose of providing incentives is to increase employee work productivity and to retain high-performing employees to keep working at the company^[21]. Incentives can be a motivator for company employees to be more enthusiastic at work, so as to improve performance. Incentives are a driving force to take action to achieve goals ^[22].

III. METHODS

This study uses an explanatory research approach, where explanatory research is research that aims to examine causality between variables that explain a particular phenomenon ^[23]. The three variables in this study are work demand as the independent variable, incentives as the moderating variable, and work to family conflict as the dependent variable. The next research variable is operationalized so that it can be operated ^[24]. Furthermore, the indicators from the results of the operationalization of the variables are used as the basis for compiling a questionnaire which is a data collection instrument with a Likert Scale. Questionnaires were distributed to respondents who were the research sample. It is known that the study

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population is all health workers at Prof. Dr. I G.N.G. Ngoerah Hospital in Denpasar. There are 75 health workers who are directly involved in handling Covid-19 in there. Given that the total population is still below 100, the sample in this study is determined to be a saturated sample. So that the entire population is the research respondent. The collected data is then tabulated and analyzed using the SEM-PLS analysis technique, through the SmartPLS application. PLS is a component-based or variant-based Structural Equation Modelling (SEM) [25].

IV. RESEARCH RESULTS AND DISCUSSION

A. Validity and Reliability Test Results of Research Instruments

The questionnaire has also been tested for validity and reliability with the following results. Analysis of the research validity test was carried out using SPSS version 23, namely by correlating the value of each question item with the total value which is the sum of the values of each question item. Based on the results of validity testing, it can be seen that the questions that have fulfilled the requirements can be viewed from the results of their validity with a correlation value of the question item > 0.361 . In the reliability test with the behavioral variable, the Cronbach's Alpha value was $0.751 > 0.60$, so it can be concluded that the questions for the behavior variable are reliable or consistent and can be used in subsequent analysis.

B. Description of Respondents' Perceptions of Research Variables

Respondents' perceptions are described based on the percentage of respondents' answers to research statements using the mean value (mean) of each item of respondents' perceptions as a whole. To be able to interpret a perception index, the criteria of the three box method can be used [26]. Based on the processing results, it appears that the variables work demand and work to family conflict are rated as high by the respondents with mean values of 3.85 and 3.62 respectively. However, the incentive variable was rated moderate by respondents with a mean value of 3.51, especially for incentive indicators that generate enthusiasm and are fair and proper.

C. Results of Data Analysis

1) Evaluation of the Outer Model

An indicator can be said to be valid (convergent validity) if it has a loading factor above 0.6 and an AVE above 0.5 for the intended construct. Based on the results of data processing, it shows that all research indicators have a loading above 0.6 with the construct so that it can be said to be valid. Cronbach's Alpha measures the lower limit of the reliability value of a construct, whereas Composite Reliability measures the true value of the reliability of a construct [27]. The role of thumb value of Cronbach's Alpha or Composite Reliability must be greater than 0.6, but if the results obtained are close to 0.6, this is still acceptable in exploratory studies [28]. Based on the results of data processing, the Cronbach's Alpha and Composite Reliability values of each construct are close to or greater than 0.60 so that it can be said that the gauges used in this study are reliable. Likewise, the Average Variance Extracted (AVE) value is close to or greater than 0.5, so it can be said that all research indicators are valid.

2) Structural Model Testing (Structural Model/Inner Model)

The structural model in PLS needs to be evaluated using R-square for the dependent variable and its significance value is based on the t-values in each path. The results of data processing show an R-square value of 0.530 for the work to family conflict construct. This means that the variability of the work to family conflict construct can be explained by the work demand and incentive constructs of 53 percent, the remaining 47 percent is explained by other factors.

3) Influence Between Variables

Based on the results of data processing, it is known that work demand has a positive and significant direct effect on work to family conflict. This can be seen from the positive regression coefficient, which is 0.749 and the p-value is 0.000 (smaller than 0.05). This means that if there is an increase in work demand, there will also be a significant increase in work to family conflict.

Table 1. Path Coefficient

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Work demand (X) → Work to family conflict (Y)	0.749	0.741	0.075	9.964	0.000
Incentive (M) → Work to family conflict (Y)	-0.006	0.015	0.089	0.066	0.947
Work demand*Incentive (X*M) → Work to family conflict (Y)	0.094	0.084	0.055	1.708	0.088

Note: *) Non Sig ($\alpha = 0.05$)

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Furthermore, incentives directly have a negative but not significant effect on work to family conflict, this can be seen from the regression coefficient which is negative (ie -0.006) and p-value 0.947 (smaller than 0.05). This means that if there is an increase in incentives, it will not be significantly followed by a decrease in work to family conflict, and vice versa.

Regarding the role of incentives as a moderator, the results of data analysis show that incentives do not significantly moderate the effect of work demand on work to family conflict. So considering that incentives directly have a significant effect on work to family conflict, moderation is a predictor of moderation. This means that this moderating variable only plays a role as a predictor variable in the relationship model formed.

V. DISCUSSION

Effect of Work Demand on Work Family Conflict

Based on the results of data analysis, it is known that work demand directly has a positive and significant effect on work to family conflict. This means that if there is an increase in work demand experienced by health workers at the COVID-19 referral hospital (Prof. Dr. I G.N.G. Ngoerah Hospital in Denpasar), it will have an impact on the work to family conflict they experience, and vice versa.

This is consistent with the results of previous studies^[29] that job demands, husband's social support, and demographic factors have a significant effect on work-family conflict among married bank employees. Both forms of demand (job and family demand) have a significant direct effect on work interfering with family (WIF) and family interfering work (FIW). Time-based, tension-based and strain-based demands on 2,155 adult workers living with family members^[30]. The results found that tension-based work demand has a strong effect on work family conflict. Furthermore, it was explained that job demands had a significant impact on the work-family conflict of preschool teachers^[31].

The Role of Incentives in Moderating the Effect of Work Demand on Work Family Conflict

The results of the analysis show that incentives moderate/inappropriately strengthen the effect of work demand on work to family conflict. Furthermore, bearing in mind that incentives have a direct and significant negative effect on work family conflict, moderation is pseudo or called a quasy moderator. This means that even though there is an increase in incentives obtained by health workers at the COVID-19 referral hospital (Prof. Dr. I G.N.G. Ngoerah Hospital in Denpasar), this does not moderate the effect of work demand on work family conflict.

Regarding the relationship between incentives and work family conflict, it was found that employees adjust their perceptions of work family conflict on the basis of their salary satisfaction. Generally, when employees feel that their rewards are not in a work relationship unequal to their input, then they view the exchange relationship as unfavourable, they feel an unfair trade-off between family time and work time. The norm of reciprocity also underlies the salary satisfaction-WFC relationship: the more satisfied employees are with their pay, the less they feel that work-related tensions and time demands hinder them from fulfilling family responsibilities. This view is also consistent with Spillover's theory, which shows that feelings of salary satisfaction occur in the family domain and reduce perceptions of work family conflict. As the results of the previous descriptive analysis of variables, where respondents gave a moderate assessment of incentives, especially from the point of view that incentives generate enthusiasm and are fair and proper.

After conducting follow-up interviews with several health workers, information was obtained that even though there were additional incentives received by the health workers serving as the Covid-19 task force, this did not significantly affect family conflicts that might arise. Because there is a perception that incentives in the form of money cannot replace extra work time, as well as the risk of infection while on duty.

VI. CONCLUSIONS

Based on the results of the study it can be concluded, namely (1) Work demand has a direct positive and significant effect on work family conflict experienced by health workers at Prof. Dr. I G.N.G. Ngoerah Hospital in Denpasar. This means that an increase in work demand will significantly increase the work family conflict experienced by health workers; (2) Incentives did not significantly moderate the effect of work demand on the work family conflict of health workers at Prof. Dr. I G.N.G. Ngoerah Hospital in Denpasar. The nature of moderation is predictor moderation, where incentives are the only predictor variable.

In accordance with the results of the research, the things that are suggested include: (1) To the management of Prof. Dr. I G.N.G. Ngoerah Hospital in Denpasar needs to evaluate the incentives that have been given to employees, especially health workers. The incentives referred to are not only incentives in the form of money, but also need to provide incentives in other forms that meet the elements of fairness and decency, so as to increase morale; (2) further research can be carried out by

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focusing on the factors that cause work family conflict. In addition, it is necessary to conduct research on differences in work family conflict on gender, as well as work, as well as other demographic factors. This review can be done by examining role theory and role conflict theory.

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