

# The Role of Incentives in Moderating the Impact of Work Demand on Work to Family Conflict Experienced by Health Workers in Covid-19 Referral Hospitals

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## Abstract:

During the COVID-19 pandemic as it is today, health workers are the spearhead in efforts to overcome COVID-19. Therefore, health workers who are directly involved (such as COVID-19 isolation room staff) are particularly vulnerable to work to family conflict. This is due to high work risks and work demands. Realizing the importance of the role of health workers, the government pays special attention to health workers through incentives. The purpose of this study is to analyze the effect of work demand on work to family conflict, as well as the role of incentives in moderating the influence of work demand on work to family conflict experienced by health workers in COVID-19 referral hospitals (case study at Wangaya Denpasar Hospital). This research includes explanatory research, with three variables, namely work demand, incentives, and work to family conflict. The Research is that all health workers at Wangaya Regional Hospital are directly involved in handling COVID-19, a total of 50 people. Given that the population is still below 100 so the sample in this study was determined to be a saturated sample. The collected data are then tabulated and analyzed with SEM-PLS analysis techniques.

**Keywords** —work demand, work to family conflict, incentives, health workers

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## I. INTRODUCTION

Work and family are two areas where humans spend most of their time. The division of the roles of work and family duties in the past was very clear, where the husband was the breadwinner through his work while the wife took care of the family and children. But the current trend of married couples is that both of them work. This kind of family pattern results in difficulty in the division of time between the demands of work and family [1].

Work family conflict is considered to have become an important problem in today's business world [2]. Work family conflict is a form of interrole conflict pressure or role imbalance between roles at work and roles in the family. Work family conflict can be defined as a form of role conflict in which the role demands of work and

family mutually cannot be aligned in several ways [3]. In general, work family conflict can be distinguished from 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 overcome COVID-19. Therefore, healthworkers who are directly involved (such as COVID-19 isolation room staff) are particularly vulnerable to work to family conflict. This is dueto high work risksand work demand.

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 to complete work first rather than other personal things [4]. According to [5] work demand as an excess load is divided into two, namely quantitative and qualitative. Unresolved work due

to insufficient time is an overburden of a quantitative nature. Meanwhile, when an individual has thoughts with him not having an ability that will be needed in completing a job, it is a qualitative overload. Some aspects of work demand are physical, psychological, social physically or psychologically certain [6]. Challenges and demands for employees in solving problems, problems, jobs that demand using technology or innovation require an individual to learn and adapt to them [7]. Limited time to complete a job and the demands of work are always high, causing a high desire for a job that must be completed immediately [8].

Realizing 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 living needs of health workers are one of the reasons that cause them to work well and focus. According to [9], if employee needs are met, then they will get satisfaction which can ultimately affect employee performance. Therefore, as a consequence, the company must manage employees well through providing incentives to motivate employees to improve their performance. According to [10], incentives are deliberately given to employees so that in them there is a greater enthusiasm to improve work performance so that their productivity and performance increase. The provision of incentives in a company plays an important role because it is believed that it will be able to overcome various problems in the workplace that are increasingly complex such as low performance and the absence of additional income for employees other than salary. According to [11], for companies, the provision of incentives is expected to improve employee performance, work productivity, loyalty, discipline, a sense of responsibility for the position and the better the quality of leadership. For employees with the provision of incentives, they get the opportunity to increase income [12].

Therefore, research on the role of incentives in relation to the influence of work demand on work to family conflicts experienced by health workers who

are directly tasked with handling COVID-19 is very urgent to be carried out. The research focused on the COVID-19 referral hospital, namely Wangaya Hospital Denpasar. More specifically, the purpose of this study is to analyze the effect of work demand on work to family conflicts, as well as analyze the role of incentives in moderating the effect of work demand on work to family conflicts experienced by health workers at the COVID-19 referral hospital (Wangaya Hospital Denpasar).

## **II. THEORITICAL REVIEW**

### **A. The Concept of Work-Family Conflict**

Definition of Work Family Conflict. According to [13], Work Family Conflict is defined as "as a consequence of inconsistent demands between the roles at work and in the family". Work-Family Conflict is defined as a consequence of the inconsistent role demands of roles in the family as well as roles in work.

Work-Family Conflict is divided into 2 (two) namely:

1) Work-to-Family Conflict. Work-Family Conflict (WFC) according to [13], is a form of conflict between roles, namely the pressure of roles from work and the pressure of roles from the family conflicting in several ways. That is, that performing a role in the family becomes more difficult due to the presence of interference from the role in the work.

2) Family-of-Work Conflict. Family-Work Conflict (FWC), is a form of conflict between roles including: time, and tensions that come from the family interfere with a person in carrying out their responsibilities at work [14]. FWC occurs when pressure from family interferes with responsibilities in the work. FWC means that the role of the family interferes with roles and responsibilities in the work [15].

### **B. Work Demand**

[16] explained that work demand is a series of employee main job demands including role ambiguity, role conflict, stress, work pressure and incomplete work. [17] distinguish job demand into two, namely hindrance demands and challenge demands. Hindrance demands refers to distractions or constraints that can hinder individuals in order to

achieve goals, for example role conflicts and role ambiguities. Challenge demands are defined as job demands that have the potential to increase employee personal growth and personal achievement, for example time pressure and responsibility.

According to [18], although work demand does not refer to negative things, if there are demands for business and higher costs, it can cause responses such as depression, anxiety and fatigue. [20] found that work demand can cause burnout, so it can also have an impact on employee work engagement.

[19] explained four factors that cause job demand, namely the work agenda, job intensity, job control, and workload and workspace. [20] explained that there are three indicators of job demand, namely workload, emotional demand and work-home conflict. Meanwhile, [16] revealed three indicators as a measure of job demand, namely role ambiguity, role conflict and work overload.

[21] job demand is a demand and demand that must be met from a job that requires a continuous physical and psychic effort, causing a high level of fatigue. According to [21] job demand is related to personal physical, psychological mental conditions that require efforts to realize demands and performance demands. There are ten indicators of job demand according to [21] namely the addition of work time, physical fatigue, uncomfortable work environment layout, work pressures that must be completed immediately, harmony in solving about a job and the existence of emotional relationships or the disharmony of relationships between colleagues or also with superiors, there is also a tendency of thinking about the insecurity of a job in the future and a role that does not provide a gap in a job. Job demand can cause burdens of employees with all the increasing demands, moreover, it requires individuals to be able to increase their efforts in completing work [7]. There are three indicators of job demand according to [7], namely work overload, emotional demand, and technology demand

### C. Incentive

In addition to the salary given to employees, there are usually additions given by the company to employees called incentives. Incentives are given beyond the wages or salaries received by employees

on a monthly basis. According to [11], the purpose of providing incentives is to increase employee work productivity and retain outstanding employees to continue working in the company. Incentives can be a motivator for company employees to be more enthusiastic at work, so as to improve performance. Incentive is "an award in the form of money given by the leadership of the organization to employees in order to work with high motivation and achievements in achieving organizational goals". Some of the basic nature of the incentives that must be met in order for the wage system to be successful, i.e. the payment should be simple, so that it can be understood and calculated by the employees themselves; the income received by employees should directly increase output and efficiency; its payment should be made as soon as possible; work standards should be carefully determined because standards of work that are too high or too low are equally unkind; the amount of normal wages with hourly work standards should sufficiently stimulate workers to work harder. Incentives are an impetus for achieving goals [12].

### D. Previous Research

Related to the relationship between variabel work demand, work to family conflict and incentives, there are several previous studies related to this research topic. [21] explained the results of the study that the variables of work overload, cognitive demands and emotional demands have a significant effect on the work-family conflict of married bank employees. Meanwhile, the variables of emotional support, instrumental support, friendship support, working hours, the number of children, and the age of the last child did not significantly affect the work-family conflict of married bank employees.

### E. Research Conceptual Framework

Based on the objectives of the research and literature review, a conceptual framework for the research can be compiled as presented in Figure 1.

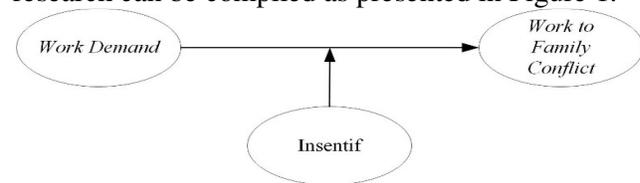


Figure 1. Framework

### III. METHOD

This research uses an explanatory research approach, where explanatory research is research that aims to examine causality between variables that explain a certain phenomenon [22].

Based on the conceptual framework of the study, there are three variables in this study, namely as follows:

- 1) work demand as an independent variable;
- 2) incentives as a moderation variable;
- 3) work to family conflict as a dependent variable.

The indicators of work demand are: work overload, emotional demand, and technology demand. Next the indicators of work to family conflict are: lack of family togetherness, too busy with work, and conflict of commitment and responsibility to the family. Last, the indicator of incentive, meeting needs, inflicting spirits, also fair and decent [7];

Furthermore, indicators from the results of the operationalization of variables are used as the basis for the preparation of questionnaires which are data collection instruments with the Likert Scale. The validity test of the research instrument can be declared valid if each question item on the questionnaire can be used to reveal something that will be measured by the questionnaire. The indicator in the questionnaire can be said to be valid if the value of *r* counting the result is greater than *r* of the table. If the validity value of each answer obtained when giving a list of questions the value is greater than 0.3 then the question item can be said to be valid [23]. The instrument validity trial in this study was conducted with Pearson's Product Moment analysis.

Reliability test on a research instrument is a test used to determine whether a questionnaire used in the collection of research data can be said to be reliable or not. In the reliability test, this study was carried out using Alpha Cronbach analysis. Where if a variable shows a Cronbach Alpha value of >0.60 then it can be concluded that the variable can be said to be reliable or consistent in measuring [24].

Questionnaires were distributed to respondents who were samples of the study. It is known that the

study population is all health workers at Wangaya Regional Hospital who are directly involved in handling COVID-19, amounting to 50 people. Given that the population is still below 100 so the sample in this study was determined to be a saturated sample. So that the entire population is a research respondent. The collected data is then tabulated and analyzed with SEM-PLS analysis techniques, through the SmartPLS application. PLS is a structural equation model modeling (SEM) based on components or variants [25].

### IV. ANALYSIS AND FINDINGS

#### A. Evaluation of 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 against the intended construct. The complete convergent validity test results are presented in Table 1.

Table 1. Convergent Validity Test Results (Outer Loading)

Indicators	Variable		
	X	Y	M
X1	0.638		
X2	0.876		
X3	0.898		
Y1		0.904	
Y2		0.864	
Y3		0.900	
M1			0.844
M2			0.896
M3			0.846

Where: X=work demand; Y=work to family conflict; M=incentives; X1=work overload; X2=emotional demand; X3=technology demand; Y1=lack of family togetherness; Y2=too busy with work; Y3=conflict of commitment and responsibility to the family; M1=meeting needs; M2=inflicting spirits; M3=fair and decent

Table 1 indicates that the entire indicators of the study has a load above 0.6 with its construct so that it can be said to be valid.

The discriminant validity measurement of the measurement model can be judged based on the cross loading ind of the measurement actuator with its construct. Table 2 presents a comparison between the correlation of the indicators of a

construct with the correlation of that indicator with other constructs.

**Table 2. Discriminant Validity Test Results**

Indicators	Variable		
	X	Y	M
X1	0.638	0.373	0.704
X2	0.876	0.748	0.293
X3	0.898	0.736	0.386
Y1	0.802	0.904	0.319
Y2	0.682	0.864	0.343
Y3	0.625	0.900	0.132
M1	0.352	0.260	0.844
M2	0.410	0.265	0.896
M3	0.512	0.258	0.846

Where: X=work demand; Y=work to family conflict; M=incentives; X1=work overload; X2=emotional demand; X3=technology demand; Y1=lack of family togetherness; Y2=too busy with work; Y3=conflict of commitment and responsibility to the family; M1=meeting needs; M2=inflicting spirits; M3=fair and decent

Table 2 shows the correlation of construct indicators has a higher value compared to the correlation of those indicators with other constructs, hence it says constructs have a high discriminant validity.

Cronbach's Alpha measures the lower limit of a construct's reliability value, while Composite Reliability measures its value for the reliability of a construct. The role of thumb value of Cronbach's Alpha or Composite Reliability should be greater than 0.6, but if the results obtained are close to 0.6, it is still acceptable in studies of a nature exploration. The results of the construct reliability test can be seen in Table 3.

**Table 3. Cronbach's Alpha value and Composite Reliability**

Variable	Cronbach's Alpha	Composite Reliability	AVE
X	0.746	0.851	0.661
Y	0.869	0.919	0.792
M	0.827	0.897	0.743

Where: X=work demand; Y=work to family conflict; M=incentives

Table 3 shows the values of Cronbach's Alpha and Composite Reliability of each construct are valued close to or greater than 0.60 so it can be said that the gauges used in this study is reliable. Likewise, the Average Variance Extracted (AVE) value is close to or greater than 0.5, it can be said that all research indicators are valid.

**Inner Model Evaluation**

The structural model in PLS needs to be evaluated by using R-squares for dependent variables and their significance values based on the t-values on each path. R-square of variable work to family conflict is 0.521, This means that the variability of the work family conflict construct can be explained by the work demand and incentive construct of 65.3 percent, the remaining 34.7 percent is explained by other factors.

To find out the influence between variables, it is necessary to analyze the direct influence, indirect influence, and total influence between research variables. The results of the analysis related to the influence between research variables are presented in Table 4. If the p-value is less than 0.05 then the influence is declared significant, on the other hand, if the p-value is greater than 0.05 then the influence is declared insignificant. Regarding the regression coefficient, if the value of the regression coefficient (original sample) is positive, the influence is positive or unidirectional, but vice versa if the regression coefficient is negative, then the influence is negative or not in the same direction.

**Table 4. Path Coefficient**

	Original Sample	T statistics	P values
X → Y	0.877	17.313	0.000
M → Y	-0.125	2.140	0.033
X*M → Y	0.076	1.489	0.137

Where: X=work demand; Y=work to family conflict; M=incentives

Based on Table 4, it is known that work demand has a positive and significant effect directly on work to family conflict. This can be seen from the positive regression coefficient, which is 0.877 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.

Furthermore, incentives directly have a negative and significant effect on work to family conflict, this can be seen from the regression coefficient marked negative (i.e.-0.125) and p-value 0.033 (smaller than 0.05). This means that if there is an increase in incentives, it will be followed by a significant decrease in work to family conflict, and vice versa.

Related to the role of incentives as moderators, the results of data analysis show that incentives do not significantly moderate the influence of work demand on work to family conflict. So given that incentives directly have a significant effect on work to family conflict, moderation is pseudo-moderation (quasi moderator).

## Discussion

### *The Effect of Work Demand on Work Family Conflict*

Based on the results of data analysis, it is known that work demand directly affects positive and significant work family conflict. This means that if there is an increase in work demand experienced by health workers at the COVID-19 referral hospital (RSUD Wangaya) it will have an impact on the work family conflict they experience, and vice versa.

This is in accordance with the results of previous research from [21] that job demands, husband social support, and demographic factors have a significant effect on work-family conflicts of married bank employees. Likewise, the research of [26] which states that both forms of demand (job and family demand) have a significant direct effect on work interfering with family (WIF) and family interfering work (FIW). [27] research used three types of demand, namely time-based, tension-based and strain-based demand in 2,155 adult workers living with family members. The results found that tension-based work demand has a strong effect on work to family conflict. Furthermore, [28] explained that job demands do have a significant impact on the work-family conflict of preschool teachers.

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

The results of the analysis show that incentives moderate/strengthen insignificantly the effect of work demand on work family conflict. Furthermore, given that incentives directly affect the work family conflict, moderation is pseudo-moderator or called quasi-moderator. This means that although there is an increase in incentives obtained by health workers at the COVID-19 referral hospital (RSUD Wangaya), it does not moderate the influence of work demand on work family conflict.

Related to the relationship between incentives and work family conflict, the results of a previous study from [29] found that employees adjusted their perception of work family conflict on the basis of their salary satisfaction. Generally, when employees feel that their rewards are not in an employment relationship are not equivalent to their input, then they view the exchange relationship as not good, they feel an unfair exchange between family time and working time. The norm of reciprocity also underlies the paycheck-WFC satisfaction relationship: the more satisfied employees are with their salary, the less they feel that work-related tensions and time demands hinder them in fulfilling family responsibilities. That view also fits the Spillover theory, which shows that the feeling of salary satisfaction that occurs in the family domain and decreases the perception of work family conflict [30].

After further interviews with several health workers, information was obtained that although there were additional incentives received by health workers who served as the COVID-19 task force, it did not significantly affect family conflicts that may arise. Because there is a perception that the incentive in the form of money is considered unable to replace extra work time, as well as the risk of contracting it while on duty.

## V. CONCLUSION

Based on the results of data analysis, it is known that work demand directly has a positive and significant impact on work family conflicts experienced by health workers at the COVID-19 referral hospital (Wangaya Hospital).

The results of the analysis show that incentives moderate/strengthen the effect of work demand on work-family conflicts insignificantly experienced

by health workers at the COVID-19 referral hospital (Wangaya Hospital). Furthermore, considering that incentives have a direct and significant negative effect on work family conflict, then the moderation is quasi-moderate or called quasi moderator.

In accordance with the results of the study, further research should be directed towards the management of incentives that can satisfy employees, especially in vital sectors. Furthermore, hospital management also needs to make improvements so that incentives can make employees feel satisfied.

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