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Work Family Conflict on Nurses' Performance at Prevate Hospital in Jakarta

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Article information	Abstract
  Corresponding author: **Ratna Indrawati** Jl. Arjuna Utara No.9, RT.1/RW.2, Duri Kepa, Kec. Kb. Jeruk, Kota Jakarta Barat, Daerah Khusus Ibukota Jakarta 11510 E-mail: ratna.indrawati@esaunggul.ac.id 	**Background.** Nurse is one of the professions that has an important role in efforts to maintain the quality of service in hospitals, due to a professional group with the largest number. **Objective.** The study aimed to analyze the effect of workload and work family conflict on the Nurses' performance at private hospital in Jakarta with work motivation as an intervening variable. **Method:** A cross-sectional study with survey approach was applied in this study. **Results**: The results found that workload has a negative effect on working motivation with estimate score was -0.157, and p-value was 0.035. Work family conflict has a negative effect on nurses' performance with estimate score was -0.737, and p-value was 0.000. Work Family Conflict was negative effect on nurses' performance with estimate score was -0.469, and p-value was 0.000. Work motivation has a positive effect on the performance of nurses, this is indicated by the value estimate=0.649, p-values 0.000<0.05. **Conclusion**: Variables Workload and Work Family Conflict affect the performance of private hospital nurses in Jakarta through work motivation. **Keywords:** workload, family conflict, Nurses' performance, work motivation

INTRODUCTION

Hospital is one of the health service facilities that has a very strategic role in an effort to accelerate the improvement of public health status. The strategic role of the hospital is a very dynamic organization with service facilities. Nurses have the crucial role in the hospital (1) Nurse performance appraisal is a way to evaluate the performance of nurses in accordance with professional practice standards, applicable regulations and to ensure the achievement of professional nursing practice standards and nursing care services (2). Performance appraisal of implementing nurses can be done by assessing the behavior of nurses while carrying out nursing care by means of self-evaluation. Self-assessment is the most commonly used approach to measuring and understanding individual differences (3)According to (3) the nursing care process is an indicator of nurse performance that can affect nurse performance which includes: 1) nursing assessment, nursing diagnosis, nursing plan, nursing implementation, and nursing evaluation.

Motivation is one of crucial factor to improve the nurses'performance. According to (4) the ideal motivation that can stimulate business is the opportunity to carry out tasks that require more expertise and opportunities to develop expertise. Herzberg states that people in carrying out their work are influenced by two factors, namely: intrinsic factors and extrinsic factors.

(5) Stated that Motivation is the driving force from within that causes humans to do something or try to fulfill their needs.

Beside the motivational factors that affect performance, workload factors and work family conflict also affect the performance of nurses. Workload is the quantity or number of types of work that must be completed by professional health workers within one year in one health service facility (6) More workload can reduce nurse performance which shows a positive increase. Thus, a higher workload can reduce the performance of nurses.The calculation of the number of nurses is based on (7), with 160 beds, there should be a minimum of 240 nurses.

Calculation of the need for nursing staff or staffing is a management function which is the basis for implementing nursing activities. Calculation of nursing staff is closely related to workload, there are several things that need to be considered in assessing the workload of nurses, namely the ratio of patients to nurses.

One of the hospital's efforts in meeting the needs of nurses is through the provision of a good reward system, so that it will make nurses bound to their organization and have a high commitment, which can be seen from nurse loyalty. Thus the arrangement between the number of nurses and the number of patients treated can reduce the workload and improve the performance of nurses.

According to (8), the nurse's workload is all activities or activities in the nursing service unit carried out by a nurse. A previous study (9) stated that Role conflict arises when (1) the time spent fulfilling one role hinders the fulfillment of another role, (2) the demands of a role that lead to tension, fatigue, and irritability will affect a person's ability to carry out other roles, and (3) behavioral demands in one role. roles conflict with expectations of behavior in other roles.

Work family conflict can be stated as a two-way study of the categories of conflict that can be identified as conflict between work and family and family against work (10). The study from (11) showed that work-family conflict can reduce the quality of performance.

The results of a plenary survey at a private hospital in Jakarta, nurses said they experienced fatigue at work due to a surge in patients being hospitalized during the COVID-19 pandemic. the number of patients who should be handled by 1 nurse for 2 patients, the nurse said that she had a personal family conflict that broke the nurse's concentration while working. nurses said that there was a lack of work motivation for nurses, such as the lack of rewards, training in providing nursing care and the existence of tasks from other departments that were delegated to the nursing department, thereby reducing performance in service delivery. According to data from the Human Resources (HR) Department, there are still many nurses who change their official schedule and take sudden

leave due to illness and family needs such as sick children or sick parents..

In terms of providing nursing care, there are obstacles due to the large number of nurses leaving the hospital. This has happened especially since the COVID-19 pandemic. Based on data from January-October 2021, the number of nurses in private hospitals in Jakarta has decreased by 28 nurses and there have been rotations/mutations of 20 nurses.

The contribution of the research is to strengthen the results of the study of the effect of workload and work family conflict on the performance of nurses in private hospitals in Jakarta with work motivation as an intervening variable.

OBJECTIVE

The study aimed to examine the Tujuan penelitian ini adalah empirical evidence of the effect of workload, work family conflict on nurse performance by work motivation as an intervening variable.

METHOD
Design

The study design of this study was a cross-sectional design. This study uses a survey method through data collection carried out by giving questionnaires accompanied by limited respondent interviews.

Sample & Sampling Technique

One hundred and one samples were involved in this study. They were recruited in the inpatient installation of a private hospital in Jakarta. In this study the author uses a sampling technique with total sampling.

Ethical consideration

This research had been approved from IRB Universitas Esa Unggul No.092201/DPKE-KEP/FINAL-EA/UEU/I/2022, date January 04th 2022.

The instrument for data collection

Demography questionnaire. This questionnaire was used to measure the demography. The quisionnaire consisted of 75 items. It was open-ended questionnaire.

Workload questionnaire. This questionnaire was used to measure workload in terms of the influence on nurse performance. Researchers modify the workload instrument based on theory and research from Marquis & Huston (2010). This instrument consisted of two dimensions included quantity and quality of workload. Questionnaire measurement scale using a Likert scale 1-5. 1= Strongly disagree, 2 = Disagree, 3 = Doubtful, 4 = Agree dan 5 = Strongly Agree.

Work family Conflict Questionnaire: This instrument was used to measure *work family conflict* among nurses on nurses' performance. The researcher modified this instrument based on (11)The instrument consisted of 3 dimension such as Time Based conflict, strain based conflict and behavior based conflict. The likert scale was used included = Strongly disagree, 2 = Disagree, 3 = Doubtful, 4 = Agree dan 5 = Strongly Agree.

Motivation questionnaire. It was used to measure the effect of motivation on nurses' performance. The researcher modified the motivation questionnaire based on (5). The instrument consisted of 9 dimensions such as achievement, recognition, the work itself, advancement, responsibility, the possibility of growth, policy, administration, salary and individual relationship. The likert scale was used included = Strongly disagree, 2 = Disagree, 3 = Doubtful, 4 = Agree dan 5 = Strongly Agree.

Nurses' performance questionnaire. The questionnaire was used to measure the nurses' performance at hospital. The researcher modify the instrument from (3) It also consisted of 5 dimension such as nursing assessment, nursing diagnosis, nursing planning, nursing implementation and nursing evaluation. The likert scale was used included = Strongly disagree, 2 = Disagree, 3 = Doubtful, 4 = Agree dan 5 = Strongly Agree.

RESULTS
Characteristic of respondents

In this study showed that most of respondents were women (90.08%). only 9.92 of them were men. Majority of respondents were 21–35 years old (53.44%). They graduated

from bachelor on nursing (4427%), whilw more than half graduated from diploma of nursing (55.73%). Regarding the duration of working, half of them had been working within 1-10 years (50.38%). Some of them had been working 11 to 20 years (37.4%) and 37.4% of respondents had been working more than 20 years

With regard working unit, most of respondents responsible inpatient room for children and adults (25. 95%). About 22.90% of them working in the Covid room. Some of them working in obstretric room (2.29%), perinatology and IW room (9.16%), ICCU room (7.63%), and ICU room (12.98%).

Table 1. Data demografi

Variables	F	%
Gender		
Man	13	9.92
Women	118	90.08
Aged		
Less than 20 years	10	7.63
21-35 years	70	53.44
36-45 years	19	14.50
46-50 years	17	12.98
More than years	15	11.45
Education		
Diploma of III	58	55.73
Bachelor of nurse	73	44.27
Unit of working		
Class II & III, Child & adult npatient room	34	25.95
Class I, VIP & VVIP	30	22.90
Covid inpatient room	25	19.08
Midwifery	3	2.29
Perinatology room	12	9.16
ICCU	10	7.63
ICU	17	12.98
Working period		
Less than 1 year	8	6.11
1-10 year	66	50.38
11-20 year	49	37.40
21-30 year	8	6.11

Godness of fit model

Based on the output of the Goodness of Fit Test, 10 out of 10 model criteria indicate a fit model, so it can be concluded that the structural model in this study can be declared good (good fit). The next stage is an analysis of the structural model relationship (hypothesis testing) as shown in Figure 1. To analyze more clearly the effect of workload, and work family conflict on work motivation, and nurse performance.
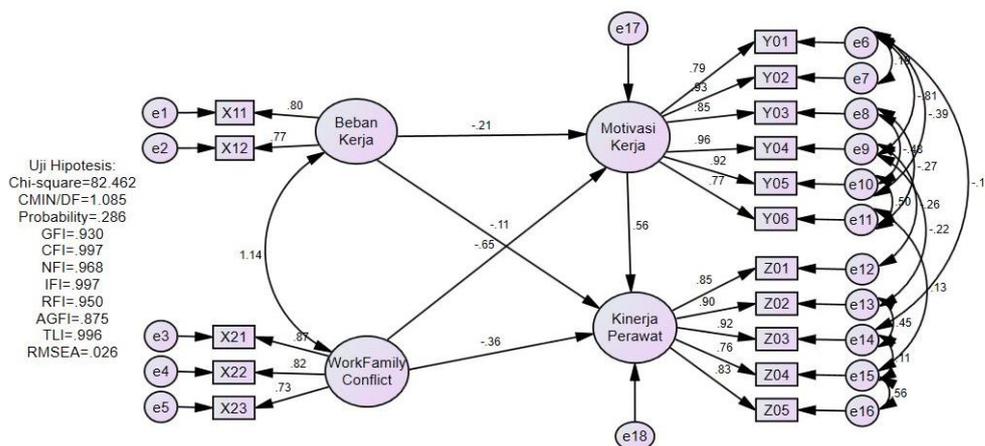
Table 2. Godnees of fit model

GOF Index	Cut-Off Value	Output
Probability	p > 0,05	.000
RMSEA	RMSEA $\leq$ 0.08	.128
RMR	RMR < 0.05	.012
GFI	GFI $\geq$ 0.9	.791
AGFI	AGFI $\geq$ 0.8	.681
CMIN/DF	CMIN/DF $\leq$ 2	3.139
TLI	TLI$\geq$0.95	.896
CFI	CFI $\geq$0.95	.923
NFI	NFI $\geq$0.90	.892
IFI	IFI $\geq$0.90	.924

Relationship between variables

Table 3 explained the relationship between variables. The findings showed that there is relationship between each variable (p-value <0.005). Details of explanation can be seen in the table 3.

Table 3. Relationship between variables

	Construct relationship			Estimate	S.E.	C.R.	P
H4	Y	<--	X1	-.249	.095	-2.611	.009
H2	Z	<--	X1	-.157	.074	-2.110	.035
H5	Y	<--	X2	-.737	.122	-6.063	.000
H3	Z	<--	X2	-.469	.098	-4.810	.000
H6	Z	<--	Y	.649	.099	6.533	.000

Uji Hipotesis:
Chi-square=82.462
CMIN/DF=1.085
Probability=.286
GFI=.930
CFI=.997
NFI=.968
IFI=.997
RFI=.950
AGFI=.875
TLI=.996
RMSEA=.026

DISCUSSION

Workload, work family conflict, and work motivation have a simultaneous effect on the performance of private hospital nurses in Jakarta

The results of this study indicate that workload, work family conflict, and work motivation have a simultaneous effect on the nurses' performance. The lower of workload, work family conflict and increasing of work motivation could improve the nurses' performance

The achievement of a nurse's performance cannot be separated from the workload borne by the nurse. The high workload can result in poor communication between nurses and patients, failure of collaboration between nurses and doctors, nurses leaving and job dissatisfaction of nurses.

The hospitals need to pay attention on work family conflicts experienced by nurses in the organizational environment, since organization conflicts could arise when time, role demands, and behavioral demands are contrary to expectations. Therefore, it lead to tension and fatigue as well as impact on a person's ability to carry out his role in an organization (12). Hospitals must always pay attention to the work family conflicts experienced by nurses, so that nurses will be able to play a further role in their motivation and performance

Workload affects the performance of nurses in private hospitals in Jakarta.

The results of the research showed that the workload had a negative effect on the nurse's performance. It was indicated that if the workload increases could reduce the nurses' performance. Whereas, low workload could improve the nurses' performance.

The results of this study confirm the research of (13) who found that workload had a negative and significant effect on nurse performance. In other words, the measurement of nursing workload is an important factor in a hospital, because good workload management will improve employee performance. This happens because the management of the nursing workload is very important to ensure the quality of nursing, such as improving patient safety, and reducing the risk of post-treatment events.

However, A previous study (14) mentioned that the size of the workload received by employees does not affect employee performance. Another study (15) states that prescription drug management and technically also add to the workload.

Work family conflict affects the performance of nurses in private hospitals in Jakarta.

The results of the study reported that work family conflict had a negative effect on the nurses' performance. It was indicated that

work family conflict could reduce the nurses' performance

Work family conflict can be stated as a study in two directions regarding the categories of conflict that can be identified as conflict at work against family and family against work (10). The results of this study confirmed that work family conflict had a negative and significant effect on nurse performance. (16)

Work motivation affects the performance of nurses in private hospitals in Jakarta.

The results of this showed that work motivation had a positive and significant effect on the nurses' performance. It was indicated that if work motivation increases could increase the nurses' performance in private hospitals in Jakarta.

A previous study mentioned that motivation could impact hospital performance (17). Whereas, work motivation and work environment affect staff performance (18). Another study mentioned that employee performance can be encouraged, among others, through increased work motivation (19). It was due to employment with high motivation could impact on goals achievement. However, a study also confirmed that work motivation of nurses had a negative effect on nurses' performance (20). It was consistent with another study (14) which is showed that work motivation improved work performance among employement at Nur Hidayah Hospital, Bantul.

Workload affects the motivation of nurses in private hospitals in Jakarta.

The results of this study indicated that workload has a negative effect on work motivation among nurses in private hospitals in Jakarta. It was indicated that high workload could decrease work motivation of private hospital nurses in Jakarta. However, the lower workload improved the work motivation of private hospital nurses in Jakarta.

A previous study mentioned that amount of work should meet with the health needs of patients (21). It was due to the provision of nursing care with high responsibility. The high

workload could impact from poor communication between nurses and patients, failure of collaboration between nurses and doctors, nurses leaving and job dissatisfaction of nurses. Therefore, the workload that occurs needs to be properly anticipated by the hospital. It was consistent wirh a previous study confirmed that workload had a negative and significant effect on nurses' work motivation (22).

Work family conflict affects the work motivation of nurses in private hospitals in Jakarta.

The results of this study showed that work family conflict had a negative effect on work motivation among nurses. It was indicated that work family conflict could decrease work motivation among nurses.

It was consistent with a previous study which found that work family conflict has a negative effect on work motivation among nurses (22). The findings in this study indicate that the important role of hospitals in controlling work family conflict in nurses is needed to increase nurses' work motivation.

CONCLUSION

In conclusion, workload, work family conflict, and work motivation had a simultaneous effect on the performance of nurses in private hospitals in Jakarta. Therefore, hospitals need to pay attention on workload, work family conflicts experienced by nurses. Therefore, nurses play a further role in their motivation and performance. Work motivation is biggest direct effect on the nurses' performance at private hospitals in Jakarta.

IMPLICATION

Implementing an effective communication system for nurses, nurses and co-workers in order to improve good cooperation can minimize the level of workload and work-family role conflict. It is necessary to revamp the human resource system for additional workers so that the fatigue effect of high workloads can be reduced. Management must create a reward system to increase work motivation. Provide

rewards for work performance by developing self-potential through providing training such as nursing care, counseling and motivators.

Acknowledgment

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