



Proceeding – ICOBIS
INTERNATIONAL CONFERENCE ON GLOBAL INNOVATION AND
TRENDS IN ECONOMICS (ICOBIS)

The Effect of Work-Family Conflict, Workload, and Incentives on Employee Job Satisfaction at Petarukan Community Health Center, Pemalang Regency

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Abstract

This study was motivated by suboptimal employee job satisfaction, which is presumed to be influenced by work-family conflict, workload, and incentive provision. It aims to examine the partial and simultaneous effects of these three variables on the job satisfaction of employees at the Petarukan Community Health Center (UPTD Puskesmas Petarukan), Pemalang Regency. A quantitative associative approach was employed, using a saturated sample of 73 employees. Data were collected through questionnaires and analyzed with SPSS 25 using validity, reliability, classical assumption, multiple linear regression, t-, and F-tests, as well as the coefficient of determination. The results show that work-family conflict has a negative and significant effect on job satisfaction ($p = 0.000 < 0.05$), workload also has a negative and significant effect ($p = 0.018 < 0.05$), whereas incentive provision has a positive and significant effect ($p = 0.000 < 0.05$). Simultaneously, the three variables significantly affect job satisfaction ($p = 0.000 < 0.05$). Higher work-family conflict and workload therefore lead to lower job satisfaction, while better incentive provision leads to higher job satisfaction among employees.

Keywords: *Work-family conflict; workload; incentive provision; job satisfaction*

I. INTRODUCTION

Human resource management is a vital aspect of any organization because its effective management determines the success and sustainability of the organization. Its activities include planning, recruitment, training, performance appraisal, compensation, and employment relations, all of which aim to increase productivity, support the achievement of organizational goals, and enhance employee job satisfaction (Eko, 2025, p. 4).

Job satisfaction can be influenced by work-family conflict, workload, and incentive provision. Work-family conflict occurs when job and family demands clash, whereas workload arises when job demands are not commensurate with employees' capabilities. Incentive provision, in turn, is a form of reward granted on the basis of work achievement to encourage motivation and productivity. These problems were found at the Petarukan Community Health Center (UPTD Puskesmas Petarukan), Pematang Regency, which faces high service demands: the center is required to serve 200–300 patients every day with a limited number of employees. Data show that the most frequent complaints concern workload (38.4%) and incentives (34.2%), while a pre-survey revealed that 57% of employees experience interference from work time with their family and 53% feel that work affects their mood at home. In addition, the incentives provided by the institution are still delayed and are considered not commensurate with employees' workload. These conditions indicate a job satisfaction problem that needs to be examined through the effects of work-family conflict, workload, and incentive provision on the job satisfaction of employees at the Petarukan Community Health Center, Pematang Regency.

Job satisfaction is defined as an individual's feelings or assessment of their job, work environment, responsibilities, rewards, and relationships with coworkers (Mahmud, 2024, p. 164). The level of satisfaction differs from one individual to another according to their expectations and values. Factors that influence job satisfaction include wages, the work itself, promotion opportunities, supervision, and coworkers. Job satisfaction can also be enhanced through a pleasant work environment, fair compensation, a fit between the job and individual competencies, and an attractive job design. It is measured through satisfaction with the work itself, pay, promotion, supervision, and coworkers.

Work-family conflict is a condition in which job and family demands clash, causing individuals to have difficulty allocating their time, energy, and roles (Fiernaningsih et al., 2024, p. 118). This conflict may be influenced by individual factors, the family environment, and job roles, and it is divided into time-based, strain-based, and behavior-based conflict.

Workload refers to the amount and level of task demands that must be completed within a certain time according to an individual's capacity (Siagian et al., 2025, p. 58). It is influenced by internal factors, such as physical and psychological conditions, and by external factors, namely job demands, the organizational system, and the work environment. Workload consists of quantitative and qualitative workload, and its dimensions include time load, mental effort, and psychological stress.

Incentive provision is additional compensation granted on the basis of employee achievement or performance to encourage motivation, productivity, and the attainment of organizational targets (Hasibuan, 2014, p. 118). It is influenced by position, work performance, and performance targets, and its dimensions cover performance, length of service, seniority, needs, and job evaluation. Incentives may be material or nonmaterial and aim to improve employee motivation, retention, job satisfaction, and productivity.

II. METHOD

This study employed a quantitative approach with an associative research design to analyze the effects of work-family conflict, workload, and incentive provision on the job satisfaction of employees at the Petarukan Community Health Center (UPTD Puskesmas Petarukan), Pematang Regency. The data were

primary data obtained through questionnaires and interviews. The population consisted of 73 employees, all of whom were included as the sample using a saturated sampling technique.

The research variables comprised job satisfaction as the dependent variable and work-family conflict, workload, and incentive provision as the independent variables, each measured on a 1–5 Likert scale based on the indicators of the respective variable. The data were analyzed through validity and reliability tests, descriptive analysis, data transformation using the Method of Successive Interval (MSI), classical assumption tests, multiple linear regression, the t-test, the F-test, and the coefficient of determination, with the assistance of SPSS version 25.

III. RESULTS AND DISCUSSION

Data were collected from 73 employees of the Petarukan Community Health Center (UPTD Puskesmas Petarukan), Pemalang Regency, using questionnaires. Most respondents were female, aged 31–40 years, and held a bachelor's degree (S1). The validity test showed that all questionnaire items were valid, and the reliability test showed that all variables were reliable, with Cronbach's alpha values above 0.60.

The classical assumption tests indicated that the data met the normality assumption, with no multicollinearity and no symptoms of heteroscedasticity. The regression analysis produced the equation $Y = 45.510 - 0.378X_1 - 0.228X_2 + 0.635X_3$, where Y is job satisfaction, X1 is work-family conflict, X2 is workload, and X3 is incentive provision. Partially, work-family conflict and workload have a negative and significant effect on job satisfaction, whereas incentive provision has a positive and significant effect (Table I). Simultaneously, the three variables also significantly affect job satisfaction, with an F-value of 38.243 and a significance level of 0.000. The adjusted R² of 0.608 indicates that 60.8% of the variation in job satisfaction can be explained by the three variables, while the remaining 39.2% is influenced by other factors outside this study.

TABLE I. RESEARCH RESULTS

Variable	Regression Coefficient	t-value	Sig.	Conclusion
Work-Family Conflict (X1)	-0.378	-6.016	0.000	Negative and significant
Workload (X2)	-0.228	-2.433	0.018	Negative and significant
Incentive Provision (X3)	0.635	6.795	0.000	Positive and significant
Simultaneous (F-test)	-	F = 38.243	0.000	Significant effect

Source: Processed research data, 2026

IV. CONCLUSIONS

Based on the results of the analysis and discussion, it can be concluded that work-family conflict and workload have a negative effect on the job satisfaction of employees at the Petarukan Community Health Center (UPTD Puskesmas Petarukan), Pemalang Regency, whereas incentive provision has a positive effect on job satisfaction. Simultaneously, the three variables affect employee job satisfaction. Based on these results, the health center is advised to optimize its human resource management by arranging more flexible work schedules, distributing tasks fairly and proportionally, aligning workload with employees' capabilities and the availability of human resources, and evaluating workload periodically to reduce work pressure and fatigue. In addition, the incentive system should be maintained and further developed on the basis of performance, responsibility, and employee contribution, while applying the principles of fairness and transparency. Integrated management of work-family conflict, workload, and incentive provision is expected to help employees maintain a balance between work and family life, reduce work pressure, increase motivation, and foster job satisfaction and the quality of service to the community.

For future researchers, this study can serve as a reference by using different objects or sectors, a larger number of respondents, and additional variables such as work motivation, leadership style, work environment, and work discipline, so that the findings are more comprehensive and relevant to current workplace conditions.

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