

## PERFORMANCE DETERMINANTS OF SANDWICH GENERATION EMPLOYEES AT WORK

Ni Made Tia Wulandari<sup>1</sup>, A.A.N. Oka Suryadinatha Gorda<sup>2</sup>

<sup>1,2</sup> Universitas Pendidikan Nasional Denpasar, Indonesia

Email: madetia85@gmail.com, okagorda@gmail.com

### ABSTRACT

*This study investigates the performance determinants of sandwich generation employees, who face the dual responsibilities of caring for children and elderly parents while working. Role conflict, workload, and toxic productivity are explored as factors influencing performance. The research utilizes quantitative methods, employing regression analysis to examine the relationships between these variables and employee performance. Data collection is conducted through questionnaires distributed via Google Forms. The study focuses on the Badung Regency in Bali, a region with a significant economic presence. The population consists of sandwich generation individuals aged 30-60, residing and working in Badung Regency. The results indicate that role conflict, workload, and toxic productivity negatively impact employee performance. Additionally, job satisfaction is found to moderate the effects of role conflict, workload, and toxic productivity on performance, suggesting that higher job satisfaction can mitigate these negative influences. The findings provide insights into the challenges faced by sandwich generation employees and highlight the importance of addressing these factors to enhance performance in the workplace.*

**KEYWORDS** Sandwich Generation, Performance Determinants, Role Conflict, Toxic Productivity, Job Satisfaction



*This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International*

### INTRODUCTION

In today's modern society, there are employees who face great challenges in managing their performance at work. Performance is important in an organization or company (Kakabadse & Bank, 2018). The success of a job can be determined by effective human resources, because human resources are the main role in organizational or company activities. Effective human resources can be seen from the performance they produce while working. This performance is important to note because it is one of the determinants of achieving company performance in an effort to achieve company goals (Stojanović et al., 2020). The results of employee performance at work will vary.

**How to cite:** Ni Made Tia Wulandari, A.A.N. Oka Suryadinatha Gorda. (2024). Performance Determinants Of Sandwich Generation Employees At Work. *Journal Eduvest*. 4(4): 1787-1794  
**E-ISSN:** 2775-3727  
**Published by:** <https://greenpublisher.id/>

The sandwich generation is an employee who must take care of and raise children and care for elderly parents while working (Irawaty & Gayatri, 2023). There are also greater challenges and responsibilities that must be faced by the sandwich generation at work considering that they have to take care of and raise children and take care of their parents while they work. In working, the challenges and responsibilities of the sandwich generation will have an impact on their performance.

The sandwich generation has several classifications namely The Traditional Sandwich Generation, individuals aged 40-50 who are crushed by their aging parents and children who have reached adulthood but are not yet financially independent, then The Club Sandwich Generation, the demands of aging parents, grown children, and even grandchildren can overwhelm adults who are 60 years old. This category also includes early adulthood, defined as those between the ages of 30-40 who are responsible for their parents, grandparents, and children, and The Open Faced Sandwich Generation Anyone (nonprofessional) who is actively involved in elder care. In this context, the performance of the sandwich generation can be influenced by role conflict, workload and toxic productivity.

Role conflict is a form of individual discomfort in the organization at work which stems from the emergence of two jobs that are accepted simultaneously which results in a role that makes it difficult for him to adjust to other roles. Role conflict is one of the factors causing a decrease in employee performance due to being vulnerable to experiencing stressful conditions (Duxbury et al., 2018). The phenomenon of Role conflict in the sandwich generation arises when they feel trapped between taking care of work and caring for children as well as their parents. Role conflict can interfere with their focus and concentration on work, which in turn can affect their work performance. Role conflict that occurs in employees is likely to cause employees to experience pressure at work, resulting in a decrease in their performance (Adiguzel & Kucukoglu, 2019).

In addition to role conflict, workload is an important factor in employee performance levels. Too much work can cause tension and stress in a person (Purnomo et al., 2021). The phenomenon related to the Sandwich Generation Workload found is taking care of elderly parents and their children who often require significant attention and time at the same time as they have to take care of their work, so the sandwich generation has a high level of workload. The higher the level of employee workload, it will reduce the performance potential of employees at work (Nopiani & Narimawati, 2022).

One of the efforts of an employee to meet the needs of life is to work (Abdelmoteleb, 2020). As a generation that must take care of parents and children simultaneously, of course, the sandwich generation must meet family needs by working hard. Sandwich generation who work will get the reward of income from work which is to support their parents and children. Therefore, it is not uncommon for sandwich generation employees to want to always continue to be productive, either because of the demands of the job itself or the demands of their responsibilities, which is the phenomenon of toxic productivity in the Sandwich Generation. A person's desire to work continuously, even when he has completed his duties, can be referred to as Toxic Productivity (Young, 2017). Toxic productivity can cause

stress and an unhealthy lifestyle that will have an impact on a person's physical, mental, and emotional health which will ultimately have an impact on reducing their performance at work (Dobson & Schnall, 2018).

From the background of research on Determinants of Sandwich Generation Employee Performance at Work, the main research problems can be formulated. Does role conflict affect the performance of the sandwich generation. The purpose of making research related to Determinants of Sandwich Generation Employee Performance at Work is to examine the effect of role conflict on the performance of the sandwich generation.

## **RESEARCH METHOD**

This research is classified as a type of quantitative research. The primary research data collection technique was carried out by distributing questionnaires using google form which consisted of closed statements and answer choices and the reasons for these answer choices. Researchers used ordinal data, the measurement scale in this study was semantic differential developed by Osgood in (Dony et al., 2022).

The research will be conducted in one of the regencies that has the largest economy in Bali in the last 2022, namely Badung Regency, which according to the Central Statistics Agency (BPS) data shows that based on the Bali region, Badung Regency has the largest economy in Bali in 2022.

### **Population and Sample**

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions (Dony et al., 2022). In this study, the population used is the Sandwich Generation who work and live in Badung Regency with a productive age range of 30-60 years.

1. The sampling technique used is multistage random sampling with several criteria, namely:
2. Productive age 30 - 60 years old who are married and have children.
3. Earning or working
4. Have responsibility for children and parents who are no longer earning income coupled with taking care of work.
5. Live and work in Badung Regency

## **RESULT AND DISCUSSION**

### **Effect of Role Conflict on Performance**

The results of the regression analysis show that role conflict has a negative and significant effect on performance. This means that high role conflict in employees affects the decrease in performance. Vice versa, the lower the role conflict, the more performance will increase.

The results of this study are in accordance with attribution theory. Permatasari et al., (2021) state that this attribution theory explains how a person behaves in relation to understanding events and determining the reasons behind the circumstances faced. This shows that the cause of an event can be attributed to internal factors, such as ability and effort, or external factors, such as task difficulty and luck. Thus the existence of a role conflict event is the cause of the decline in performance or performance of an employee.

The results of this study support research conducted by (Azizah & Lismawati, 2024) which shows that role conflict has a negative effect on performance. So it can be concluded that the higher the role effect, the higher the employee's job pressure. When role conflict occurs, an employee is likely to feel pressured at work, so that it can reduce productivity and have other adverse effects that can cause conflict in the workplace. These results are also in accordance with the research of Yuliani, et al., (2019) which found that high role conflict in employees has a decreasing effect on performance. The decline in employee performance in carrying out tasks is due to being prone to stress or pressure caused by several factors, one of which is role conflict (Dodanwala et al., 2021). These results do not support research conducted by Malon, F. M., et al (2021), in their research found that role conflict has a significant positive effect on performance, where when role conflict increases, performance will also increase.

### **Effect of Workload on Performance**

The results of the regression analysis show that workload has a negative and significant effect on performance. This means that a high workload on employees affects the decrease in performance. Vice versa, the lower the workload, the more performance will increase.

The results of this study are in accordance with attribution theory. Permatasari et al., (2021) state that this attribution theory explains how a person behaves in relation to understanding events and determining the reasons behind the circumstances faced. This shows that the cause of an event can be attributed to internal factors, such as ability and effort, or external factors, such as task difficulty and luck. Thus the existence of a workload event is the cause of the decline in performance or performance of an employee.

The results of this study support research conducted by Rolos, J. K., et. al (2018) which found that workload has a negative and significant effect on performance, this explains that if the workload increases it will reduce the potential performance of employees. This research is supported by the results of research by Lestari, et al (2020) which reveals that workload has a negative and significant effect on employee performance where employees have quite a lot of tasks at work, thus reducing their performance. This result does not support research conducted by Yunanti, S., & Putri, N. A. (2022) which states that workload is the process of determining the amount of work employees use to complete work during a certain period of time related to performance, so that workload has a positive and significant effect on employee performance.

### **Effect of Toxic productivity on Performance**

The regression analysis results show that toxic productivity has a negative and significant effect on performance. This means that high toxic productivity in employees affects the decline in performance. Vice versa, the lower the toxic productivity, the more performance will increase.

The results of this study are in accordance with attribution theory. Permatasari et al., (2021) state that this attribution theory explains how a person behaves in relation to understanding events and determining the reasons behind the circumstances faced. This shows that the cause of an event can be attributed to internal factors, such as ability and effort, or external factors, such as task difficulty and luck. Thus the existence of a toxic productivity event is the cause of the decline in performance or performance of an employee.

The results of this study support research conducted by Valencia (2022), stating that toxic productivity behavior can lead to an unhealthy lifestyle and the occurrence of stress that makes a person's physical, mental, and emotional health problems which will ultimately have an impact on reducing their performance at work. This result does not support research conducted by Nelva (2022) which states that some employees may feel that working continuously will improve their performance in the short term, especially if they reach certain targets or deadlines.

### **Job satisfaction as a moderator of the effect of Role Conflict on performance**

The results of regression analysis show that job satisfaction is able to moderate the effect of role conflict on performance. This means that the lower the employee role conflict, supported by high employee job satisfaction, will weaken the negative impact of role conflict on employee performance. Vice versa, the higher the role conflict experienced by employees supported by low job satisfaction, it will cause employee performance to decrease. When individuals have high job satisfaction, they may not feel the need to improve their already good performance further even if they experience little role conflict. In other words, job satisfaction can make individuals feel quite satisfied with their current performance, so there is no strong drive to improve it further, even when they experience little role conflict.

This study supports the results of research by Lismawati et al, (2022) which proves that role conflict in employees has a negative effect on performance. This result is in accordance with Fadila et al.'s research, (2022) which states that one of the factors causing the decline in employee performance is Role conflict caused by employees often experiencing stressful conditions. If sandwich generation employees experience a high level of role conflict between work responsibilities and family responsibilities, a high level of job satisfaction can moderate the impact of role conflict on their performance. When job satisfaction is high, employees will be more productive and have the enthusiasm to overcome role conflicts, find effective solutions, and stay focused on their job tasks which results in improved performance.

### **Job satisfaction as a moderating influence of workload on performance**

The results of the regression analysis show that job satisfaction is able to moderate the weakening effect of workload on performance. This means that the lower the employee workload, supported by high employee job satisfaction, will weaken the negative impact of workload on employee performance. Vice versa, the higher the workload experienced by employees supported by low job satisfaction, it will cause employee performance to decrease. Individuals who experience low workload and have high job satisfaction, they may tend to feel less compelled to improve their performance. For example, even if they are satisfied with their jobs, the lack of challenge or stimulus from low workload may make them less likely to get stuck in an effort to improve performance.

This study supports the results of research by (Kandasamy, 2021) which states that the increased workload of sandwich generation employees will reduce employee performance. Similar research by Lestari, et al. (2020) proves that workload has a negative effect on employee performance where employees have quite a lot of tasks at work that reduce their performance. This result is in accordance with the research of Rosmaini, R., & Tanjung, H. (2019) which states that it is wrong. When job satisfaction is high, the negative effects of workload on sandwich generation performance may be attenuated. Individuals who feel satisfied with their jobs tend to have higher levels of motivation and better manage stress. The higher the job satisfaction, the better the performance of employees. When facing high workload, job satisfaction can moderate the negative impact on performance by providing psychological and emotional resources that help the sandwich generation remain productive.

### **Job satisfaction as a moderating influence of Toxic productivity on performance**

The results of the regression analysis show that job satisfaction is able to moderate the effect of toxic productivity on performance. This means that the lower the toxic productivity of employees, supported by high employee job satisfaction, will weaken the negative impact of toxic productivity on employee performance. Vice versa, the higher the toxic productivity experienced by employees supported by low job satisfaction, it will cause employee performance to decrease. Low toxic productivity in individuals results in them not being trapped in a work culture that pressures and imposes unrealistic standards. Instead, they may be better able to set healthy boundaries between their work and personal lives, which may further improve their performance as they can focus better and maintain a healthy work-life balance. However, since they do not engage in detrimental work activities such as overwork or excessive perfectionism, their high job satisfaction may not have much effect on improving their already good performance.

This study supports the results of research by Mukhtar, A. (2019) which states that when job satisfaction is high, sandwich generation employees may be better able to overcome the negative impact of toxic productivity on performance. An employee will work tirelessly to complete his tasks if he feels happy with his job, which in turn will result in good performance. This result is in accordance with the research of Handayani, S., & Daulay, R. (2021) which states that Toxic productivity carried out by employees at work will cause their physical and mental fatigue which

has an impact on feelings of discomfort which will have an impact on work performance. High job satisfaction can provide the psychological resilience and enthusiasm for work needed to reduce the pressure of toxic productivity.

## CONCLUSION

Based on the results of data analysis and discussion that has been done, it can be concluded that Roleconflict has a negative and significant effect on performance. This means that high roleconflict in employees affects the decline in performance. Workload has a negative and significant effect on performance. This means that high workload on employees affects the decline in performance Toxic productivity has a negative and significant effect on performance. This means that high toxic productivity in employees affects the decline in performance. Job satisfaction is able to moderate the weakening effect of roleconflict on performance. This means that the lower the employee roleconflict, supported by high employee job satisfaction, will weaken the negative impact of roleconflict on employee performance. Job satisfaction is able to moderate the weakening effect of workload on performance. This means that the lower the employee workload, supported by high employee job satisfaction, will weaken the negative impact of workload on employee performance. Job satisfaction is able to moderate the weakening influence of toxic productivity on performance. This means that the lower the toxic productivity of employees, supported by high employee job satisfaction, will weaken the negative impact of toxic productivity on employee performance.

## REFERENCES

- Abdelmoteleb, S. A. (2020). Work values and employee effort: A needs-supplies fit perspective. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 36(1), 15–25.
- Adiguzel, Z., & Kucukoglu, I. (2019). Examining of the effects of employees on work stress, role conflict and job insecurity on organizational culture. *International Journal of Economics and Management*, 1(4), 37–48.
- Azizah, S., & Lismawati, L. (2024). The Effect of Financial Performance on Financial Distress. *Jurnal Ilmiah Akuntansi Kesatuan*, 12(1), 167–178.
- Dobson, M., & Schnall, P. L. (2018). From stress to distress: the impact of work on mental health. In *Unhealthy Work* (pp. 113–132). Routledge.
- Dodanwala, T. C., Shrestha, P., & Santoso, D. S. (2021). Role conflict related job stress among construction professionals: The moderating role of age and organization tenure. *Construction Economics and Building*, 21(4), 21–37.
- Dony, Y. K., Affandi, A., & Setijadi, E. (2022). The Evaluation of Electronic Based Government System using Statistical Product and Service Solutions (SPSS). *JAREE (Journal on Advanced Research in Electrical Engineering)*, 6(1).
- Duxbury, L., Stevenson, M., & Higgins, C. (2018). Too much to do, too little time: Role overload and stress in a multi-role environment. *International Journal of*

- Stress Management*, 25(3), 250.
- Irawaty, D. K., & Gayatri, M. (2023). Sensing the squeeze of sandwich generation women in Jakarta, Indonesia. *Journal of Family Sciences*, 8(1), 52–69.
- Kakabadse, A., & Bank, J. (2018). *Working in organisations*. Routledge.
- Kandasamy, S. (2021). *The Design And Evaluation Of A Knowledge Translation Tool For Pregnant South Asians And Their Primary Care Physicians: Using A Scalable Approach To Address A Public Health Challenge In A Priority Population*.
- Nopiani, P., & Narimawati, U. (2022). The Effect of Work Life Balance, Burnout and Workload on Employee Performance at Transportation Service Companies in Bandung City. *Journal of Economics, Management, Business and Accounting (JEMBA)*, 2(2), 119–126.
- Purnomo, K. S. H., Lustono, L., & Tatik, Y. (2021). The effect of role conflict, role ambiguity and job stress on employee performance. *Economic Education Analysis Journal*, 10(3), 532–542.
- Stojanović, A., Milošević, I., Arsić, S., Urošević, S., & Mihajlović, I. (2020). Corporate social responsibility as a determinant of employee loyalty and business performance. *Journal of Competitiveness*, 12(2), 149–166.
- Young, I. M. (2017). Responsibility and global labor justice. In *Global Justice* (pp. 433–456). Routledge.