



## Research

# Factors of related to work motivation of health officers during Covid-19 pandemic at UPT RSUD Tenriawaru, Bone Regency

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## ABSTRACT

The increase in the number of Covid-19 cases occurred quite quickly which had a very broad impact on the world of work which caused economic and health problems to be disrupted. This study aims to determine the factors related to the motivation of health workers at UPT RSUD Tenriawaru Kab. Bone. This type of research is quantitative research using a cross sectional approach. The population in this study were all health workers who handled Covid-19 at the UPT RSUD Tenriawaru Kab. Bone numbered 51 people with a total sampling technique of sampling. The results showed that there was a significant relationship between compensation (p-value=0.004), responsibility (p-value=0.048), rewards (p-value=0.001) and interpersonal relationships (p-value=0.006) with the motivation of health workers at UPT. Tenriawaru Hospital, Kab. Bone. There was no relationship between working conditions (p-value=0.664) and with the motivation of health workers at UPT RSUD Tenriawaru Kab. Bone. It is hoped that the hospital will pay attention to compensation, working conditions, responsibilities, awards and interpersonal relationships so that health workers can work optimally, especially during the Covid-19 pandemic.

## 1. Introduction

Globally and nationally, the increase in Covid-19 cases is increasing day by day. In February 2021, there were 107,686,655 confirmed cases of Covid-19 with 2,368,571 deaths (WHO, 2021).

In Indonesia, the number of deaths due to Covid-19 among health workers continues to increase. Based on the records of the Indonesian Doctors Association (IDI) Mitigation Team in January 2021 there were 65 cases and decreased in February to 31 cases. There was another increase in May-June 2021 which reached 52 cases. South Sulawesi Province in March 2021, the cumulative data of

confirmed Covid-19 cases is 59,140 cases with 907 deaths and 56,338 recovered cases, as well as data on Covid-19 cases in Bone Regency as many as 1,65 cases.

Covid-19 cases in Bone Regency were 1,651 cases with 11 deaths and 1,288 recovered cases, then 8 people were being treated (South Sulawesi Covid Response, 2021). In addition to being a place for the treatment of Covid-19 patients, hospitals are also one of the sources of the spread of the Covid-19 virus, especially health workers. Health workers are very vulnerable to contracting the Covid-19 virus in hospitals because they are directly involved and in contact with patients. Health workers must have high work motivation at work because during the Covid-19 pandemic, work motivation is needed from health workers in order to work effectively and play an ideal role in the hospital. Motivation is very important in the workplace because it is believed that with motivation, every health worker will work hard and be enthusiastic about achieving high productivity (Umpung et al., 2020).

## 2. Method

This type of research is quantitative research with a cross sectional study approach. The research was conducted in December 2021 at UPT RSUD Tenriawaru Kab. Bone. The data used are primary data obtained from direct observation of the object of research through interviews and secondary data obtained from the report of Tenriawaru Hospital, Bone Regency. The population in this study were all health workers who served in the Covid-19 room at UPT RSUD Tenriawaru Bone, with sampling using a total sampling technique of 51 people.

## 3. Results & Discussion

Table 1 presents the bivariate analysis results on the factors related to work motivation among health officers during the COVID-19 pandemic at UPT RSUD Tenriawaru, Bone Regency. The analysis includes five variables: compensation, work conditions, responsibility, appreciation, and interpersonal relationships. The results show that compensation is significantly associated with motivation ( $p = 0.004$ ), where 77.8% of those satisfied with their compensation had good motivation, compared to only 33.3% of those dissatisfied. Work conditions did not show a significant relationship with motivation ( $p = 0.664$ ); however, 60.6% of those who reported comfortable work conditions had good motivation. Responsibility was significantly related to motivation ( $p = 0.048$ ), with 70% of respondents who had a good sense of responsibility showing good motivation. Appreciation had a strong association with motivation ( $p = 0.001$ ), as 85.7% of those who felt appreciated had good motivation. Interpersonal relationships also showed a significant association ( $p = 0.006$ ); 84.2% of those with good relationships reported good motivation, while only 40.6% of those with poor relationships did. In conclusion, compensation, responsibility, appreciation, and interpersonal relationships are significantly associated with work motivation, while work conditions are not.

The results of the analysis to see the relationship between compensation and motivation using the Chi-Square statistical test, obtained a value of  $p = 0.004$  ( $p < 0.05$ ), so it can be interpreted that there is a relationship between compensation and motivation in Health Workers at UPT RSUD Tenriawaru Kab. Bone.

**Table 1.** *Bivariat analysis result*

Variable	Motivation				Total		p value
	Good		Poor				
	N	%	N	%	N	%	
Compensation							
Satisfied	21	77.8	6	22.2	27	100	0.004
Dissatisfied	8	33.3	16	66.7	24	100	
Work Conditions							
Comfortable	20	60.6	13	39.4	33	100	0.664
Uncomfortable	9	50	9	50	18	100	
Responsibility							
Good	21	70	9	30	30	100	0.048
Poor	8	38.1	13	61.9	21	100	
Appreciation							
Good	18	85.7	3	14.3	21	100	0.001
Poor	11	36.7	19	63.3	30	100	
Interpersonal Relationship							
Good	16	84.2	3	15.8	19	100	0.006
Poor	13	40.6	19	59.4	32	100	

This research is in line with the research of Umpung et al., (2020) showing that there is a relationship between compensation ( $p=0.000$ ) with the work motivation of health workers at the Puskesmas of Southeast Minahasa Regency during the Covid-19 Pandemic. The results of this study indicate that the most important work motivation factors are high salary, job security, career advancement and autonomy at work (Grujičić et al., 2016). Similarly, research conducted by Daud (2020) shows that compensation has a significant effect on work motivation.

Based on research from Zahara, Sitorus, & Sabri (2011) in N. P. E. Yanti et al., (2020). stated that the income obtained as compensation from nurses' work is a motivational subvariable that is significantly related to nurse performance. Compensation if given fairly, employees will be more satisfied and motivated to improve their performance to achieve organizational goals.

Providing compensation is very important for health workers, because the size of compensation can affect the motivation of health workers in improving the quality of their work. If the compensation system provided by the hospital is fair enough for health workers, it will encourage health workers to work better and be more responsible for the tasks assigned by the hospital.

The results of the analysis to see the relationship between working conditions and motivation using the Chi-Square statistical test, obtained a value of  $p = 0.664$  ( $p>0.05$ ), so it can be interpreted that there is no relationship between working conditions and motivation in Health Workers at UPT RSUD Tenriawaru Kab. Bone.

The results of this study are in line with research by Baljoon et al, (2018) that health worker motivation (availability of adequate resources) and a good work environment are the most important motivational factors for workers in India.

According to Nitisemito in (Grujičić et al., 2016) suggests that working conditions or work environment is everything that is around the workers that can affect him in carrying out his obligations as an employee.

Work motivation is very important for the performance of health workers. Work motivation has been found to influence job performance and work outcomes in health care in several studies conducted in different health organizations. Nurses' work motivation impacts well-being, organizational performance, satisfaction, retention, engagement, and commitment. With regard to well-being, the feeling of happiness is recognized as an individual's advanced psychological experience. Intrinsically motivated individuals find the work itself interesting, challenging and enjoyable. Workers' own happiness and well-being mainly depends on their level of motivation with the state of the environment at work (Baljoon et al., 2018).

A conducive work environment provides a sense of security and employees will work more optimally. The work environment will also affect employees' emotional state. If employees like the work environment where they work, then employees will carry out their activities well so that working time is used effectively (Prakoso, 2014).

The working conditions of health workers during the Covid-19 pandemic are different from during the new normal, based on the results of the study, it shows that the working conditions of health workers at Tenriwaru Hospital, Bone Regency during the Covid-19 pandemic mostly feel uncomfortable with poor motivation by 50%. This is because the equipment in the Covid-19 service room is incomplete and inadequate and some of the other health workers do not get along with coworkers which results in conflict so that work motivation does not have a relationship with working conditions because during the pandemic health workers remain motivated to work despite the uncomfortable working conditions felt by health workers such as, using multi-layered masks, thick hazmat suits and boots.

Meanwhile, the working conditions of health workers before the Covid-19 pandemic were characterized by working conditions that created good communication between superiors and subordinates which made it easy to interact regarding work and tasks that were completed properly. The working conditions felt by health workers are very comfortable so as to foster the work enthusiasm and efficiency of health workers at work. Working conditions are a very important factor for health workers in taking action because with good working conditions it will increase motivation in carrying out duties and responsibilities.

Working conditions that are comfortable, safe and quiet and supported by adequate equipment will certainly make employees feel at home to work. Working conditions are explained in Herzberg's two factors motivation theory that in this theory the ideal motivation that can stimulate effort is the opportunity to develop abilities. Herzberg states that is knowing when someone feels very comfortable (satisfied) uncomfortable (dissatisfied) with their job (Andriani & Widiawati, 2017).

The results of the analysis to see the relationship between responsibility and motivation using the Chi-Square statistical test, obtained a value of  $p = 0.048$  ( $p < 0.05$ ), so it can be interpreted that there is a relationship between responsibility and motivation in Health Workers at UPT RSUD Tenriawaru Kab. Bone.

Agree with the results of research obtained (Grujičić et al., 2016) that there is a significant relationship between work motivation and employee performance. Responsibility can be a motivating factor for subordinates if leaders avoid decisive action.

This study shows that before and during the Covid-19 pandemic, health workers have an attitude of responsibility in carrying out their duties well because they consider that every job has a level of risk, so that in carrying out their duties every health worker must have their own operational standards to anticipate the occurrence of unwanted things, especially during the Covid-19 pandemic which is health workers as the frontline in handling Covid-19 patients. So that in making a decision or action they are ready with any risks that will occur later.

An effective motivation system to increase employee motivation towards their work. This in turn will help improve work efficiency and quality. An employee who has a positive responsible attitude towards his job will have job satisfaction and a willingness to commit to his job (Pang & Lu, 2018). Responsibility is a very strong motivator because this component illustrates an appreciation of ability and competence (Ilyas, 2003 in Damayanti, 2014).

According to Herzberg's theory that the urge to take responsibility will motivate employees' work passion more, thereby increasing employee work. Responsibility is the second motivational factor that affects motivation in doing their work. Motivational factors are things that have a relationship with what they do (job content), namely the content of their duties that encourage achievement (Indarti & Komsiyah, 2019).

The results of the analysis to see the relationship between appreciation and motivation using the Chi-Square statistical test, obtained a value of  $p = 0.001$  ( $p < 0.05$ ), so it can be interpreted that there is a relationship between appreciation and motivation in Health Workers at UPT RSUD Tenriwaru Kab. Bone.

Agree with Siswanto et al, (2020) that rewards have a significant effect on work motivation with a coefficient value of 0.735 and significant with a t-statistic value of 17.597 which is greater than 1.96.

In this study, it was found that before and during the Covid-19 pandemic, the form of appreciation given by the hospital did not exist, it was only that health workers appreciated it through their own pride in improving performance and motivating coworkers to increase their enthusiasm for work.

Rewards such as performance evaluation and management, leadership and supervisory skills are found to be strong factors for health employee motivation. On the other hand, lack of rewards, appreciation for good work and recognition leads to low levels of work motivation (Nebiat, 2012).

Rewards have a hand in influencing employee motivation, the awards given have the aim of attracting employees in the desired number and quality, encouraging more achievement and in order to retain them. Awards provide comfort, confidence and enthusiasm at work which in turn will also have a positive effect on employee work motivation (Yulianda, 2016).

Behavioral theory regarding motivation specifically pays attention to a person's behavior, this theory explains that giving rewards can change certain behaviors, increasing a person's motivation to do something. In this theory the role of the manager is very important. It is assumed that the environment itself is controlled by the manager and the reward system is his authority. The

implication is that when viewed from a behavioral perspective, giving praise in any case is considered as positive feedback or appreciation (Thaib, 2010).

The results of the analysis to see the interpersonal relationship with motivation using the Chi-Square statistical test, obtained a value of  $p = 0.006$  ( $p < 0.05$ ), it can be interpreted that there is a relationship between interpersonal relationships with motivation in Health Workers at UPT RSUD Tenriawaru Kab. Bone.

In line with research by Umpung et al., (2020) that the relationship between interpersonal relationships and work motivation obtained a sig. value of 0.000. The sig. value of 0.000 ( $< 0.05$ ) which means that there is a relationship between interpersonal relationships and work motivation. Similarly, research conducted (Grujić et al., 2016) found that work motivation and organizational commitment have a positive and significant effect on interpersonal relationships. Agree with (Grujić et al., 2016) suggests that interpersonal communication as an organizational factor that affects nurses' work motivation.

Interpersonal relationships between health workers before the covid-19 pandemic were very good, which was reflected in the form of cooperation and close communication built between other officers in carrying out their work which provided good motivation. Whereas during the Covid-19 pandemic, the cooperation relationship between health workers was less than optimal due to the division of work shifts which only consisted of 3 nurses per room which made health workers and the high work demands in Covid-19 services so that there was a lack of interaction between health workers and others.

The Covid-19 pandemic caused an important restructuring in terms of relationships in the context of work giving more value to teamwork and cooperation between colleagues. The most critical factor that motivates medical staff to continue working during is positive interpersonal relationships (De Leo et al., 2021). According to (Kurniadi in Haerani et al., 2015) said that good interpersonal relationships fostered by nurses are expected to have a positive impact on the completion of nursing services that appear in the work environment such as mutual support and attention, feeling satisfied and technically able to carry out tasks properly (Haerani et al., 2015).

Sugiyo in Dermawanti et al., (2014) states that a positive attitude is characterized by a tendency to act on the communicator to give a positive assessment to the communicant. Interpersonal communication will be effective if someone has a positive attitude towards himself and is communicated to others, will make other people also have a positive attitude so that they have the courage to participate more in every opportunity so that it is useful to streamline cooperation. Communication is largely determined by how far people recognize personal relationships. Interpersonal competition is a skill that can help people relate well with themselves (Wijaya, 2017).

#### **4. Conclusion**

This study shows that there is a relationship between compensation and motivation, responsibility, appreciation, and interpersonal skills of Health Workers at UPT RSUD Tenriawaru Kab. Bone. However, this study did not find a relationship between working conditions and the motivation of Health Workers at UPT RSUD Tenriawaru Kab. Bone.

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