

Analysis of Factors Relating to Work Motivation of Administrative Employees During the COVID-19 Pandemic at Dr. Regional General Hospital Zainoel Abidin Banda Aceh

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Abstract—Covid-19 has become a deadly global pandemic since April 2020. RSUD dr. Zainoel Abidin Banda Aceh as the main center for serving COVID-19 referral patients in Banda Aceh City and its surroundings will be a source of infection transmission for medical staff and nosocomial infections for patients and their families. The high spike in Covid-19 cases in Indonesia has forced health workers and administrative staff at this hospital to work together to serve and treat Covid-19 patients. However, unfortunately, the poor working environment and the high risk to occupational health make this noble role often hindered by decreasing employee motivation. The purpose of the study: is to analyze the relationship between the work environment, change management, work supervision, rewards, job satisfaction, and personality with the work motivation of employees at the Regional General Hospital dr. Zainoel Abidin Banda Aceh during the COVID-19 pandemic. Research method: This study was a correlational analysis using a cross-sectional design. Statistical analysis using Crosstabs Analysis with Chi-Square model approach. The results of the study: work environment, change management, work supervision, rewards, job satisfaction, and personality during the COVID-19 pandemic have a significant relationship with employee motivation at the Regional General Hospital dr. Zainoel Abidin Banda Aceh with a significance value of 0.05. Conclusion: supervision is the most dominant factor that has a relationship with work motivation with the work motivation of administrative employees at the Regional General Hospital dr. Zainoel Abidin Banda Aceh during the COVID-19 pandemic with the largest Pearson Chi-Square value of 37,496.

Keyword— Work environment, change management, work supervision, reward, job satisfaction, personality, and work motivation.

I. INTRODUCTION

Hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient, and emergency services. The main task of the hospital is to provide complete individual health services with its main functions, among others (1) administering medical treatment and health recovery services and (2) maintaining and improving individual health (Law No. 44 of 2009). However, as a center for public health services, hospitals are at the forefront of efforts to prevent and control COVID-19^[1]

Since the government declared COVID-19 as a national disaster, precisely in April 2020, or one month after the World Health Organization (WHO) officially declared the Covid-19 outbreak a deadly global pandemic. So the hospital has prepared itself as the main center for COVID-19 services. The hospital will be a source of infection transmission for medical staff and nosocomial infections for patients and their families. This condition makes hospitals an unsafe working environment to the risk of contracting the COVID-19 virus. Unsafe and risky working conditions make hospitals a problem for health workers and administrative staff to come and work satisfactorily with full motivation. This condition has occurred in various regions in Indonesia, including in the working environment of the dr. Zainoel Abidin Banda Aceh.^[2]

Especially for administrative staff, the Covid-19 pandemic has not only made them face the same conditions as medical personnel, namely the risk of being contaminated with the Covid-19 virus. However, the role and presence of administrative staff are often secondary to the hospital management, as can be seen from the unequal distribution of work facilities such as computers and laptops, including the use of personal protective equipment. Then the receipt of unequal rewards in each field/section of work also often creates a sense of injustice for administrative employees at RSUD dr. Zainoel Abidin Banda Aceh. Although the attendance data shows that administrative employees are indeed present and working during the Covid 19 pandemic, if you look closely, many administrative employees are absent from their duties. The implementation of online absences has made it easier for administrative employees to declare their presence, but many of the employees are actually absent from their jobs).^[3]

The presence of the Circular Letter of the Minister of Administrative and Bureaucratic Reform Number 19 of 2020 concerning Adjustment of the Work System of the State Civil Apparatus in Efforts to Prevent the Spread of Covid-19 in Government Agencies also presents new ways in the work order of employees at RSUD dr. Zainoel Abidin Banda Aceh in the form of implementing a Work From Home (WFH) work system and an online attendance system. This policy can indeed overcome the accumulation of employees on a large

scale in hospitals and can overcome the risk of contracting Covid-19, but this system has made employees lazier and often procrastinate their work at home. The amount of homework that must be completed makes office work that must be done at home also often neglected. [4]

Change management, and rewards are also of factors that greatly affect the work motivation of health workers and administrative employees at RSUD dr. Zainoel Abidin Banda Aceh. Health workers and employees are an important part of the implementation of public service tasks, especially in the field of health services. For that RSUD dr. Zainoel Abidin Banda Aceh has designed various forms of rewards as an appreciation and reward for his service. In addition to salary and performance allowances, RSUD dr. Zainoel Abidin Banda Aceh has also provided incentives (medical services) to employees as a result of remuneration for medical and non-medical services. However, during Covid 19, many incentives and budgets were cut by the government and diverted to handling Covid 19. This condition will also affect the work motivation of employees at RSUD dr. Zainoel Abidin Banda Aceh. [5]

Health workers and employees with good personalities tend to prioritize the interests of the community over personal interests in order to get great benefits from the government for every activity they carry out. This condition will enable them to work with full dedication and sincerity without any demands and expectations for additional income that must be provided by the government. However, during the Covid-19 pandemic, many employees work with low mentality levels and with unstable emotions such as irritability (offended), showing concern and anxiety, often feeling depressed (stress or depression), and a tendency to lie and be hostile to all forms of authority. from the hospital or leadership, lack a sense of responsibility, and are pessimistic and less enthusiastic in dealing with work life. This behavior is a number of criteria for a bad personality (Yusuf and Juntika, 2013: 12). This personality will be able to inhibit employees from achieving goals with the efforts and efforts that are devoted. [6]

II. METHODS

Correlational study or correlation research is a study that involves the act of collecting data to determine whether there is a relationship and the degree of relationship between two or more variables. The variables in this study are:

- The independent variables are work environment, change management, supervision, rewards, job satisfaction, and personality.
- The dependent variable is the employee's work motivation.

A. Research Location and Time

The research was conducted at RSUD dr. Zainoel Abidin Banda Aceh which is located on Jln. Tgk Daud Beureueh Banda Aceh City. This research was carried out from December 2021 to March 2022.

B. Population and Sampling

The population in this study were all administrative employees at RSUD dr. Zainoel Abidin Banda Aceh Banda

Aceh, totaling 148 employees. Because the population is affordable to study, the entire population is used as a sample.

Table 1. Number of Samples

No	Work Section	Number of Employees
1	Administration Section	39
2	Program Development and Marketing Section	9
3	Financial department	9
4	Accounting Department	12
5	Education and Training Section	14
6	Research and Development Section	6
7	Medical Services Section	13
8	Nursing Department	7
9	Supporting Facilities Procurement Section	11
10	Logistics and Facilities Section	20
11	Internal Control Unit	8
	Amount	148

III. RESEARCH RESULT

The characteristics of the respondents in this study are the characteristics of the State Civil Apparatus who work in the Administration Section at Dr. RSUD. Zainoel Abidin Banda Aceh. Sample employees were selected separately from various Work Fields, totaling 148 employees. Characteristics of the administrative staff at RSUD Dr. Zainoel Abidin Banda Aceh can be seen in.

Table 3.1

Characteristics		Frequency (n)	Percentage (%)
Age	25-30 year	21	14,2
	31-35 year	29	19,6
	36-40 year	39	26,4
	41-45 year	39	26,4
	46-50 year	12	8,1
	>50 year	8	5,4
	Total	148	100
Sex	Man woman	88	59,5
	Women woman	60	40,5
	Total	148	100
Education	SLTA	32	21,6
	DIII	15	10,1
	S1	79	53,4
	S2	22	14,9
	Total	148	100
Years of service	<10 year	39	26,4
	11-15 year	44	29,7
	16-20 year	47	31,8
	> 20 year	18	12,2
	Total	148	100

From the results of data collection on 148 employees who work in the administration section at RSUD Dr. Zainoel Abidin Banda Aceh as shown in Table, it can be explained that the majority or 26.4% are between 36-40 years old and

between 41-45 years old. There are 5.4% of the total number of employees aged over 50 years and 8.1% of the total number of employees aged between 46-50 years. The remaining 14.2% and 19.6% of the total administrative staff registered and working at RSUD Dr. Zainoel Abidin is younger, namely between 25-30 years and between 31-35 years. Employees who are registered and work at RSUD Dr. Zainoel Abidin Banda Aceh are mostly male 59.5%, and the remaining 40.5% are female.

Judging from the level of education, most or 53.4% of the total administrative staff registered and working at RSUD Dr. Zainoel Abidin Banda Aceh with an undergraduate education background. There are 14.9% of the total number of employees with a master's level of education. The remaining 21.6% and 10.1% with high school and DIII education levels. Most of 31.8% of the total administrative staff registered and working at RSUD Dr. Zainoel Abidin Banda Aceh has worked between 16-20 years. There are 12.2% of the total employees of the Administration with more than 20 years of service. The remaining 26.4% and 29.7% of the total administrative staff registered and working at RSUD Dr. Zainoel Abidin Banda Aceh with less than 10 years of service and between 10-15 years.

Table 3.2. Work Motivation Frequency Distribution

No		Frequency (N)	Percentage (%)
1	Tall	70	47,3
2	Low	78	52,7
	Total	148	100,0

The table above describes the majority or 52.7% of the total administrative staff at RSUD Dr. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic had low work motivation. There are 47.3% of the total number of administrative employees with work motivation with a high category value during the Covid 19 Pandemic.

Table 3.3. Work Environment Frequency Distribution

No		Frequency (N)	Percentage (%)
1	Good	84	56,8
2	Bad	64	43,2
	Total	148	100,0

The top section describes the majority or 56.8% of the total administrative staff at RSUD Dr. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic had a feeling about the work environment with a good category value. There were 43.2% of the total administrative employees during the Covid 19 Pandemic had feelings about the work environment with a bad category value.

Table 3.4. Change Management Frequency Distribution

No		Frequency (N)	Percentage (%)
1	Good	70	47,3
2	Bad	78	52,7
	Total	148	100,0

The table above describes the majority or 52.7% of the total administrative staff at RSUD Dr. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic has a view about the changes that occur in the organization with a bad category score. There are 47.3% of the total administrative employees during the Covid 19 Pandemic who have a view about the changes that occur in the organization with a very good category score.

Table 3.5. Frequency Distribution of Monitoring Activities

No		Frequency (N)	Percentage (%)
1	Well	77	52,0
2	Bad	71	48,0
	Total	148	100,0

The table above describes the majority or 52.0% of the total administrative staff at RSUD Dr. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic felt that the work supervision activities that occurred were of good category. There were 48.0% of the total administrative employees during the Covid 19 Pandemic who felt that the work supervision activities that occurred were categorized as bad.

Table 3.6. Frequency Distribution of Rewards

No		Frequency (N)	Percentage (%)
1	Tall	56	37,8
2	Low	92	62,2
	Total	148	100,0

The table above describes most or 62.2% of the total administrative staff at RSUD Dr. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic had a view on the policy of giving rewards with low category values. There were 37.8% of the total administrative employees during the Covid 19 Pandemic who had a view on the policy of giving rewards with a good category value.

Table 3.7. Job Satisfaction Frequency Distribution

No		Frequency (N)	Percentage (%)
1	Tall	6	48,6
2	Low	53	51,4
	Total	148	100,0

The table above describes the majority or 51.4% of the total administrative staff at RSUD Dr. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic had a low level of job satisfaction. There were 48.6% of the total administrative employees during the Covid 19 pandemic who had a level of job satisfaction with a very good category value.

Table 3.8. Personality Frequency Distribution

No		Frequency (N)	Percentage (%)
1	Well	94	63,5
2	Bad	54	36,5
	Total	148	100,0

The table above describes most or 63.5% of the total administrative staff at RSUD Dr. Zainoel Abidin Banda Aceh

during the Covid 19 Pandemic had personality traits with good category scores. There were 36.5% of the total administrative employees during the Covid 19 Pandemic who had personality traits with bad category scores.

IV. DISCUSSION

Table 4.1. Relationship between work environment and employee work motivation Administration during the Covid 19 Pandemic At dr. Hospital. Zainoel Abidin Banda Aceh

		Work motivation		Total	OR	P-
		Tall	Tall Low			
Work Environment	Well	51	33	84		
		60.7%	39.3%	100.0%		
	Bad	19	45	64		
		29.7%	70.3%	100.0%		
Total		70	78	148		
		47.3%	52.7%	100.0%	3,660	0,000

The results of the Crosstabs cross-tabulation test analysis can be explained that administrative employees with high work motivation during the Covid 19 Pandemic at RSUD Dr. Zainoel Abidin Banda Aceh, the majority or 60.7% were employees who felt that the working environment at that time was relatively good. While administrative employees with low work motivation during the Covid 19 Pandemic at RSUD Dr. Zainoel Abidin Banda Aceh, the majority, or 70.3% were employees who felt that the work environment at that time was relatively bad.

Thus, the better the work environment felt by employees during the Covid-19 Pandemic, the better the employee's work motivation at that time or vice versa. The results of the Chi-Square person analysis of the relationship between work environment and work motivation obtained the probability value of Asymp. Sig. (2-sided) of 0.000. Because of the value of Asymp. Sig. (2-sided) is <0.05 (<5%) it can be concluded that Ha1 is accepted and Ho1 is rejected, meaning that the work environment is significantly related to the work motivation of administrative employees at Dr. Hospital. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic.

Table 4.2. The Relationship between Change Management and Employee Work Motivation Administration during the Covid 19 Pandemic At dr. Hospital. Zainoel Abidin Banda Aceh

		Work motivation		Total	OR	P Value
		Tinggi	Low			
Change management	Well	46	24	70		
		65.7%	34.3%	100.0%		
	Bad	24	54	78		
		30.8%	69.2%	100.0%		
Total		70	78	148		
		47.3%	52.7%	100.0%	4,312	0,000

The results of the Crosstabs cross-tabulation test analysis can be explained that administrative employees with high work motivation during the Covid 19 Pandemic at Dr. Hospital. Zainoel Abidin Banda Aceh, the majority, or 60.7% were employees who felt that the working environment at that

time was relatively good. While administrative employees with low work motivation during the Covid 19 Pandemic at RSUD Dr. Zainoel Abidin Banda Aceh, the majority, or 70.3% were employees who felt that the work environment at that time was relatively bad.

Thus, the better the work environment felt by employees during the Covid-19 Pandemic, the better the employee's work motivation at that time or vice versa. The results of the Chi-Square person analysis of the relationship between work environment and work motivation obtained the probability value of Asymp. Sig. (2-sided) of 0.000. Because of the value of Asymp. Sig. (2-sided) is <0.05 (<5%) it can be concluded that Ha1 is accepted and Ho1 is rejected, meaning that the work environment is significantly related to the work motivation of administrative employees at RSUD Dr. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic.

Table 4.3. The Relationship between Change Management and Employee Work Motivation Administration during the Covid 19 Pandemic At dr. Hospital. Zainoel Abidin Banda Aceh

		Work motivation		Total	OR	P-
		High	Low			
Change management	Well	46	24	70		
		65.7%	34.3%	100.0%		
	Bad	24	54	78		
		30.8%	69.2%	100.0%		
Total		70	78	148		
		47.3%	52.7%	100.0%	4,312	0,000

The results of the Crosstabs cross-tabulation test analysis can be explained that administrative employees with high work motivation during the Covid 19 Pandemic at Dr. Hospital. Zainoel Abidin Banda Aceh mostly or 65.7% were employees who at that time felt a change in hospital management which was relatively good. While administrative employees with low work motivation during the Covid 19 Pandemic at RSUD Dr. Zainoel Abidin Banda Aceh, most, or 69.2% were employees who felt a change in hospital management which was relatively bad at that time.

Thus the better the management of changes that occur in the organization of RSUD Dr. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic will improve employee motivation at that time or vice versa. From the results of the Chi-Square test analysis of the relationship between change management and work motivation, the probability value of Asymp is obtained. Sig. (2-sided) of 0.000. Because of the value of Asymp. Sig. (2-sided) is <0.05 (<5%) it can be concluded that Ha2 is accepted and Ho2 is rejected, meaning that change management is significantly related to the work motivation of administrative employees at Dr. Hospital. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic.

The results of the Crosstabs cross-tabulation test analysis can be explained that administrative employees with high work motivation during the Covid 19 Pandemic at Dr. Hospital. Zainoel Abidin Banda Aceh, the majority, or 71.4%

were employees who felt that the hospital's supervision activities were relatively good at that time. However, among administrative employees with low work motivation during the Covid 19 Pandemic at RSUD Dr. Zainoel Abidin Banda Aceh, most, or 78.9% were employees who felt that there was a relatively poor supervision activity from the hospital at that time.

Table 4.4. Relationship between Supervision and Employee Work Motivation Administration during the Covid 19 Pandemic At dr. Hospital. Zainoel Abidin Banda Aceh

		Work motivation		Total	OR	P-
		High	Low			
Supervision	Well	55	22	77		
		71.4%	28.6%	100.0%		
	Bad	15	56	71		
		21.1%	78.9%	100.0%		
Total		70	78	148		
		47.3%	52.7%	100.0%	9,333	0,000

Thus, the better the supervision carried out by the hospital during the Covid-19 pandemic, the better the employee's work motivation at that time. From the results of the Chi-Square test analysis of the relationship between supervision and work motivation, the probability value of Asymp. Sig. (2-sided) of 0.000. Because of the value of Asymp. Sig. (2-sided) is smaller than 0.05 (< 5%) it can be concluded that Ha3 is accepted and Ho3 is rejected, meaning that supervision is significantly related to the work motivation of administrative employees at RSUD Dr. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic.

Table 4.5. Relationship between Supervision and Employee Work Motivation Administration during the Covid 19 Pandemic At dr. Hospital. Zainoel Abidin Banda Aceh

		Work motivation		Total	OR	P-
		High	Low			
Rewards	Well	37	19	37		
		66.1%	33.9%	66.1%		
	Bad	33	59	33		
		35.9%	64.1%	35.9%		
Total		70	78	70		
		47.3%	52.7%	47.3%	3,482	0,000

The results of the Crosstabs cross-tabulation test analysis can be explained that administrative employees with high work motivation during the Covid 19 Pandemic at Dr. Hospital. Zainoel Abidin Banda Aceh, the majority, or 66.1% were employees who felt that the reward policy at that time from the hospital was relatively good. While administrative employees with low work motivation during the Covid 19 Pandemic at RSUD Dr. Zainoel Abidin Banda Aceh, most, or 66.1% were employees who felt that the reward policy from the hospital at that time was also relatively good.

Thus, whether the reward system is good or bad at hospitals during the Covid-19 pandemic does not necessarily make the

employee's work motivation better or worse at that time. However, the results of the analysis of the Chi-Square person test analysis of the relationship between reward and work motivation obtained the probability value of Asymp. Sig. (2-sided) of 0.000. Because of the value of Asymp. Sig. (2-sided) is smaller than 0.05 (< 5%) so it can be concluded that Ha4 is accepted and Ho4 is rejected, meaning that the reward is significantly related to the work motivation of administrative employees at RSUD Dr. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic.

Table 4.6. Relationship between job satisfaction and employee work motivation Administration during the Covid 19 Pandemic At dr. Hospital. Zainoel Abidin Banda Aceh

		Work motivation		Total	OR	P-
		Tall	Low			
Satisfaction	Well	49	23	72		
		68.1%	31.9%	100.0%		
	Bad	21	55	76		
		27.6%	72.4%	100.0%		
Total		70	78	148		
		47.3%	52.7%	100.0%	5,580	0,000

The results of the Crosstabs cross-tabulation test analysis can be explained that administrative employees with high work motivation during the Covid 19 Pandemic at Dr. Hospital. Zainoel Abidin Banda Aceh, most or 68.1% were employees with a relatively high level of job satisfaction at that time. While administrative employees with low work motivation during the Covid 19 Pandemic at RSUD Dr. Zainoel Abidin Banda Aceh, most, or 72.4% were employees with a relatively low level of job satisfaction at that time.

Thus, a good level of employee job satisfaction during the Covid-19 Pandemic can make employee work motivation at that time better. From the results of the Chi-Square person analysis of the relationship between job satisfaction and work motivation, the probability value of Asymp. Sig. (2-sided) of 0.000. Because of the value of Asymp. Sig. (2-sided) is smaller than 0.05 (< 5%) it can be concluded that Ha5 is accepted and Ho5 is rejected, meaning that job satisfaction is significantly related to the work motivation of administrative employees at Dr. Hospital. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic.

Table 4.6. Personality Relationship with Employee Work Motivation Administration during the Covid 19 Pandemic At dr. Hospital. Zainoel Abidin Banda Aceh

		Work motivation		Total	OR	P-
		High	Low			
Personality	Well	53	41	94		
		56.4%	43.6%	100.0%		
	Bad	17	37	54		
		31.5%	68.5%	100.0%		
Total		70	78	148		
		47.3%	52.7%	100.0%	2,813	0,003

The results of the Crosstabs cross-tabulation test analysis can be explained that administrative employees with high work motivation during the Covid 19 Pandemic at Dr. Hospital. Zainoel Abidin Banda Aceh, the majority or 56.4% were employees with relatively good personalities at that time. The administrative employees with low work motivation during the Covid 19 Pandemic at Dr. Hospital. Zainoel Abidin Banda Aceh, also most or 43.6% at that time were employees with very bad personalities at that time.

Thus, the good or bad personality of employees during the Covid-19 Pandemic does not necessarily make employee work motivation at that time better or worse. From the results of the Chi-Square person analysis of the relationship between personality and work motivation, the probability value of Asymp is obtained. Sig. (2-sided) of 0.003. Because of the value of Asymp. Sig. (2-sided) is smaller than 0.05 (< 5%) it can be concluded that H_0 is accepted and H_1 is rejected, meaning that personality is significantly related to the work motivation of administrative employees at RSUD Dr. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic.

V. CONCLUSION

Based on the research results that have been obtained, can be concluded several conclusions are:

1. The work environment has a significant relationship with the work motivation of the Administrative Section employees at Dr. Hospital. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic with a P-Value of 0.000 or <0.05.
2. Change management has a significant relationship with the work motivation of employees of the Administration Section at Dr. Hospital. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic with a P-Value of 0.000 or <0.05.
3. Supervision has a significant relationship with the work motivation of employees of the Administration Section at Dr. Hospital. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic with a P-Value of 0.000 or <0.05.
4. Reward has a significant relationship with the work motivation of employees in the Administration Department at Dr. Hospital. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic with a P-Value of 0.000 or <0.05.
5. Employee job satisfaction has a significant relationship with the work motivation of employees in the Administration Section at Dr. Hospital. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic with a P-Value of 0.000 or <0.05.
6. Personality of employees has a significant relationship with the work motivation of employees of the Administration Section at Dr. Hospital. Zainoel Abidin Banda Aceh during the Covid 19 Pandemic with a P-Value of 0.000 or <0.05.

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