

An Analysis of Employee's Work Motivation at TK. IV 02.07.01 Zainul Arifin Hospital in Bengkulu City

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Abstract

This study aims to determine the work motivation of employees at TK IV 02.07.01 Zainul Arifin Hospital in Bengkulu City. This study used descriptive qualitative method. Data collection used interview and documentation techniques by using the Classical Theory of Motivation Hierarchy of Needs by Abraham Maslow (1943). There were five assessment indicators used, namely: (1) Physiological, (2) Sense of Security, (3) Social, (4) Awards, and (5) Self-Actualization. The results of the study showed that employees at the hospital works with high motivation, fulfills rights in the form of salary and work holidays, provides employees' needs both at work and personal needs, creates a sense of security with existing protection, awards are given for every job done, availability training aimed at employees for self-development and additional knowledge of employees. Social relations between the employees and self-actualization are good enough, but there are still employees who are not able to socialize at work.

Keywords:

work motivation; employee

Introduction

Work motivation is the fundamental driving force behind an organization's efforts to cultivate and enhance its people resources, encompassing both government agencies. Work motivation can be defined as a catalyst or incentive that can elicit a feeling of enthusiasm and induce positive changes in individual behaviour. Work motivation encompasses strategies aimed at stimulating and inspiring individuals to engage in their tasks. Employee work motivation can be categorized into two types: internal motivation, which originates from within an individual, and external motivation, which is influenced by external factors to prompt someone to act in alignment with predetermined objectives. According to Benowitz (2001, p. 43), work motivation refers to the internal drive that compels individuals to behave in a specific manner.

To enhance employee work motivation, one effective strategy is to provide training opportunities aimed at improving job performance. Additionally, rewarding exceptional employees with bonuses can serve as a motivational incentive. Employing an approach that focuses on optimizing employee performance can also contribute to increased motivation. Furthermore, organizing special activities to foster camaraderie between employees and leaders can further enhance motivation levels. Work motivation is the process of guiding and energizing

employees in order to minimize impediments, errors, and failures in their work. Work motivation is an indicator of the presence of discipline in the workplace, leading to increased diligence, attentiveness, and enthusiasm among employees in fulfilling their job responsibilities. Employees adhere to the work program and abide by the workplace regulations while doing their jobs. In order to generate work of appropriate caliber and quantity. Nevertheless, in this particular scenario, there exist phenomena during the provision of work motivation that give rise to numerous challenges. These challenges include the absence of motivation between leaders and employees, as well as among employees themselves. Consequently, the lack of employee response in the motivation process significantly affects work outcomes and organizational objectives. Employees have not effectively utilized job motivation, leading to multiple issues and challenges in the work environment. Insufficient work motivation among certain employees results in a decline in their overall performance. A small proportion of employees exhibit strong motivation. It is imperative to inspire colleagues who have the potential to help employees overcome work-related challenges or impediments, hence facilitating performance enhancement and achievement of organizational objectives. Thus, in the context of organizational behaviour, motivation is defined as the inclination to exert effort or endeavour towards attaining organizational objectives, while ensuring that it does not disregard the capacity to attain fulfillment.

The hospital must prioritize motivation in order to ensure that every employee can make a positive contribution towards achieving the hospital's goals. Motivation is crucial as it fosters high levels of passion among employees, enabling them to effectively fulfill their duties and obligations. The significance of motivation lies in its ability to stimulate, direct, and sustain human behaviour, fostering a strong desire to exert diligent effort and enthusiasm in order to attain ideal outcomes.

Work motivation is a crucial aspect that propels workers to work in a firm. Work motivation can serve as a catalyst for employees to exert significant effort, so enhancing employee productivity and ultimately impacting the attainment of company objectives.

In her book "Human Resource Management" (2013, p. 106), T. Nuraini suggests several strategies that hospitals can implement to enhance employee motivation. These strategies encompass offering competitive salaries that exceed the minimum wage, addressing spiritual needs, fostering a relaxed work environment, prioritizing self-esteem, and ensuring employees are placed in suitable positions.

The significance of employee motivation in the workplace is paramount, as it is intricately linked to performance. When motivation is elevated, employee performance likewise experiences

a corresponding increase. In contrast, when motivation is lacking, employee performance is correspondingly diminished. Generally, motivation pertains to the underlying reasons and mechanisms behind an individual's behaviour. Motivation is an ever-changing and active process. Salary and promotion can serve as strong incentives for individuals to be motivated to work. Highly driven people find professional happiness in the pursuit of achieving productive outcomes, rather than deriving it solely from social standing.

The 02.07.01 Zainul Arifin Hospital, designated as a Level IV healthcare facility according to the classification, was built in the year 1990. Situated in the province of Bengkulu, this hospital serves as a crucial medical institution in the region. The Level IV hospital offers healthcare assistance to the units stationed in the Korem/041 Gamas area. Additionally, it coordinates healthcare services for military personnel, civilian government officials, families, and the general public residing in the Province of Bengkulu. Moreover, the hospital serves as a point of reference for healthcare facilities within the Line of Denkesyah 02.04.01 Province of Bengkulu. Level IV Hospital 02.07.01 Zainul Arifin has the ability to provide general treatment and health care services, the ability to provide guidance or medical technical assistance in the context of referral to Polyclinics or Outpatient Service Agencies. Service facilities include examination and treatment by general practitioners and specialists.

The range of services offered encompasses both inpatient and outpatient care, emergency units, and supplementary support services. In addition to providing medical care, the hospital also engages in promotive and preventive health service initiatives, as well as endeavours to cultivate hospitals as entities that prioritize wellness. The aforementioned activities are being consistently executed and enhanced at Level IV Hospital 02.07.01 Zainul Arifin. The provision of all current services is executed by a proficient medical team and bolstered by radiology and laboratory departments, so ensuring the provision of exact and correct health information.

Hospital 02.07.01 Zainul Arifin is classified as a Level IV facility. As per the regulations outlined in Minister of Health Regulation No. 3/2020, it is mandated that type D hospitals possess a minimum staffing requirement consisting of 4 (four) general practitioners, 1 (one) dentist, 1 (one) surgeon, 1 (one) pediatrician, 1 (one) internal medicine specialist, and 1 (one) obstetrician and gynecologist. These medical professionals must hold a valid license to practice within the hospital. Additionally, type D hospitals are required to maintain a minimum of 10 (ten) beds, all of which must be classified as class III patient care beds. If the total number of beds possessed by a Class D Primary Hospital exceeds 30, it is obligatory to allocate an additional General Practitioner for every set of 10 beds. The allocation of nursing personnel to beds in the Hospital is maintained at a ratio of 2:3, which is determined by the specific services provided by the

institution. Similarly, the number of supporting staff is determined based on the specific needs of the hospital. Hospital Level IV 02.7.01 Zainul Arifin is equipped with ancillary diagnostic services, including laboratory and radiology facilities. The hospital's facilities meet the necessary requirements for designation as a type D hospital.

Additionally, this hospital now lacks certain additional specialized services. Hence, in cases when a patient's condition is diagnosed but cannot be treated due to the unavailability of a specialized physician capable of managing it, the patient will be directed to a more suitable and modern healthcare facility, such as RSUD M. Yunus Bengkulu. An illustration of diseases that are outside the scope of Level IV Hospitals. Zainul Arifin is currently experiencing both a stroke and a heart attack, two medical conditions that are currently unmanageable due to the lack of availability of a neurologist and a cardiologist. Hospital 02.07.01 Zainul Arifin, classified as a Level IV facility, lacks the necessary infrastructure to provide Intensive Care Unit (ICU) services. Consequently, this hospital is ill-equipped to accommodate patients requiring specialized medical equipment for their treatment. The personnel count at Level IV Hospital 02.07.01 Zainul Arifin is as stated below:

- | | |
|-------------------------|---|
| a. Military Member | : 17 People (Doctors, Para-medics, and Non-Medics) |
| b. Civil Servant Member | : 13 People (Paramedic and Non-Medical) |
| c. Employees | : 143 People (Doctors, Para-medics, and Non-Medics) |
| Totally | : 173 People |

Hospitals must prioritize strategies that foster employee motivation and job satisfaction in order to promote productivity and retain their workforce. By cultivating a positive work environment, hospitals can establish strong partnerships with their employees, who play a crucial role in supporting the organization's success. Employee motivation and job satisfaction are recognized as significant factors in achieving these objectives.

The Level IV Hospital 02.07.01 Zainul Arifin is a vital health facility that serves the community's medical needs. The employees of Level IV Hospital 02.07.01 Zainul Arifin play a crucial role in delivering high-quality service to patients. Hence, it is imperative to acknowledge and enhance the work motivation of staff at Level IV Hospital 02.07.01 Zainul Arifin, in order to facilitate their optimal performance and provision of high-quality service to patients.

The enhancement of employee productivity is significantly influenced by work motivation. The impact of work motivation on several aspects of the workplace, such as job happiness, employee loyalty, and employee performance, has been widely recognized. Employees that are highly driven are more likely to have a greater level of job satisfaction, leading to enhanced productivity and performance.

The Covid-19 pandemic, which has transpired in recent years, has led to a decline in employee motivation at Level IV Hospital 02.07.01 Zainul Arifin. This decline can be attributed to substantial alterations in long-standing activities, which have generated a multitude of uncertainties. These uncertainties encompass feelings of personal security, fear, and worry among the employees. The management has made multiple attempts to enhance employee motivation; nevertheless, the endeavours undertaken by the hospital administration have failed to meet employee satisfaction, hence rendering the efforts to improve employee motivation suboptimal. Hence, it is imperative for management to possess knowledge regarding the various aspects that can potentially impact employee motivation. However, so far not many studies have been conducted to determine employee motivation in hospitals. Therefore, while the objective of this study is to offer valuable insights for Level IV Hospital 02.07.01 Zainul Arifin, specifically in enhancing staff engagement within the hospital setting. The study aims to yield insights into the determinants of employee work motivation and propose solutions to enhance employee work motivation at Level IV Hospital 02.07.01 Zainul Arifin Bengkulu. The authors express their interest in doing research titled "An Analysis of Employee's Work Motivation at Tk. Iv02.07.01 Zainul Arifin Hospital In Bengkulu City" In Relation To The Aforementioned Issues.

Methods

This study employs a descriptive qualitative research methodology. This research methodology is employed to provide a comprehensive and thorough description of the phenomenon being investigated, specifically the motivation of employees at Level IV 02.07.01 Zainul Arifin hospital in their efforts to enhance staff morale. The research employs various data collection techniques, including observation, interviews, and document analysis.

The participants included in this study were chosen by the purposive sample technique, with the intention of obtaining reliable and credible data to address the research questions. The individuals providing information in this study are:

- a. The Head of Administrative Staff as the main informant who will be interviewed to find out work motivation in improving employee morale.
- b. Medical and non-medical employees as the main informants who will be interviewed to find out their perceptions and how about work motivation in improving employee morale.

The author's selection of informants is predicated on predetermined criteria established by the researcher, wherein the informants are deemed to be representative of various segments of personnel inside Level IV Hospital 02.07.01 Zainul Arifin.

Results and Discussion

This research paper examines the factors influencing the job motivation of employees at Level IV Hospital 02.07.01 Zainul Arifin in Bengkulu City. In the present investigation, the investigators employed Abraham Maslow's renowned Classic Theory of Hierarchy of Needs Motivation. According to Abraham Maslow, motivation may be classified into five distinct types, which are as follows: Physiological Needs, Security Needs, Social Needs, Rewards, and Self-Actualization. The subsequent section presents an examination of the research findings in accordance with the employed theoretical framework, which is as follows:

Physiological Needs

Physiological needs encompass the fundamental requirements for sustenance, such as the need for nourishment and hydration to alleviate hunger and thirst, as well as the need for shelter. These needs are unique in that they can be entirely fulfilled or, at the very least, mitigated.

1. Fulfillment of Rights

The provision of rights might be considered as an indicative factor of fulfilling the physiological demands of employees. Based on the findings of the research, it has been determined that Level IV Hospital 02.07.01 Zainul Arifin has effectively met the rights of its employees. The satisfaction of entitlements experienced by employees, including regular monthly remuneration, various forms of leave (such as marriage leave, maternity leave, and annual leave), sick leave, and additional benefits. Naturally, the realization of rights is congruent with the responsibilities that employees are required to fulfill.

2. Provide Needs

The provision of needs is considered to be a significant indicator of physiological needs for employees. Based on the findings of the research, it has been determined that Level IV Hospital 02.07.01 Zainul Arifin has effectively addressed the demands of its employees. The aforementioned demands encompass the essential requirements of employees in a work environment, including office supplies (ATK), designated workspaces, tables, seats, places of worship, sports facilities, parking areas, and multipurpose halls. In addition to this, the hospital also offers support for employees' personal requirements through cooperatives situated within the hospital premises, encompassing essential food provisions, uniform fits, and several other amenities. Employees are provided with accommodations based on their position within the organization, with the Head and Deputy Head of the Hospital being allocated official housing. For employees who have not secured housing, temporary accommodations in the form of an employee mess are made available until suitable housing is obtained.

Security Needs

Security needs encompass various aspects, including safeguarding against physical and emotional threats, as well as addressing psychological demands that may jeopardize one's mental well-being, such as avoiding ridicule, humiliation, and excessive stress, among others.

According to the study findings, Level IV Hospital 02.07.01 Zainul Arifin effectively ensures the safety of its employees by implementing various measures. These include the presence of picket guards and security guards who conduct regular patrols every three hours, as well as being readily available via cellphone in case of emergencies. Additionally, the hospital employs a 24-hour active closed-circuit television (CCTV) system to monitor and enhance security within the premises. At Level IV Hospital 02.07.01 Zainul Arifin, employee attendance is consistently monitored by conducting roll call sessions in the morning, afternoon, evening, and night. In instances pertaining to patients and medical interventions, staff members have the option to report such matters to the overseeing nurse who assumes responsibility during non-working hours and is the most senior in rank. However, if the supervising nurse is unable to address the situation at that time, the hospital's chief of staff or deputy head will intervene to assist in resolving the issues that arise.

Social Needs

Social requirements encompass various aspects such as emotional engagement, a sense of belonging, acceptance, and the formation of friendships. Various manifestations of these wants encompass companionship, the need for a significant other and progeny, the necessity for proximity to kin, and interpersonal requisites such as the inclination to bestow and receive affection.

1. Partnership

The study findings indicate that Level IV Hospital 02.07.01 Zainul Arifin Bengkulu City engages in active collaboration with its employees through the implementation of a 5S slogan (Smile, Greeting, Greeting, Polite, and Santun). This slogan is expected to be adhered to by both employees and visitors of the hospital, emphasizing the importance of respectful behaviour towards employees holding higher ranks or positions. Nevertheless, there exist disparities among employees stemming from a dearth of collaboration and disparities in comprehension, resulting in a lack of interpersonal greetings and indifference towards one another. One of the challenges frequently encountered by Level IV Hospital 02.07.01 Zainul Arifin during operational hours is the presence of impediments or issues.

2. Acceptance

According to the findings of the study, it has been observed that Level IV Hospital 02.07.01 demonstrates a significant level of cooperation in enhancing staff motivation and capability. In addition to fulfilling their job responsibilities, employees have the opportunity to showcase their skills through internal inter-employee training and external training programs that are financially supported by the hospital. The head office arranges external training sessions, which are then communicated to staff through written correspondence or an introduction in the Level IV Hospital 02.07.01 Zainul Arifin chat group. The employees who have completed the program will communicate the outcomes of their training to their supervisors.

Award

Rewards encompass both internal elements, such as self-esteem, autonomy, and success, as well as external factors, such as status, acknowledgment, and attention.

1. Praise/Reward

The findings indicate that Zainul Arifin Hospital, classified as a Level IV healthcare facility according to the Hospital Classification System 02.07.01, implements a recognition system to acknowledge and reward personnel who demonstrate exceptional performance. This system encompasses the bestowal of rewards and direct verbal commendation to deserving individuals. The evaluation of top-performing employees is conducted by considering their workplace performance, proficiency, work discipline, interpersonal skills, professionalism, tidiness, and other relevant factors. The assessment is conducted through direct observation of employees' work performance and gathering feedback from colleagues and unit leaders. This ensures that the assessment is subject to annual evaluation, in accordance with the capabilities and criteria specified at Level IV Hospital 02.07.01 Zainul Arifin.

2. Promotion

According to the findings of the research, it has been established that Level IV Hospital 02.07.01 Zainul Arifin employs a reward system consisting of certificates, monetary incentives, and training opportunities for its employees. Additionally, the hospital offers promotional opportunities based on performance evaluations, including recognition as the best employee. Promotions for military personnel and civil servants are granted based on their rank and adherence to particular ability criteria. By granting promotions to employees, such as appointing them as heads of departments, team leaders are anticipated to engage in healthy competition and so push staff to continuously improve their performance.

Self-Actualization

Self-Actualization, the drive to become someone meaningful and capable of doing something such as professional growth, achieving certain potential, and achieving self-satisfaction.

1. Access to Training and Education

The results showed that Level IV Hospital 02.07.01 provided training according to the abilities and desires submitted either by the employees themselves or through the team that had been formed. However, there are still employees who are indifferent and do not keep up with existing developments so that they are less able to work properly so that there are problems such as the work done is hampered and burdens other employees in working. The Level IV Hospital 02.07.01 Zainul Arifin applies a work environment rotation in the hope of finding the problems of employees doing work and finding a position or position that suits the employee's abilities. For employees who make fatal mistakes, Level IV Hospital 02.07.01 Zainul Arifin imposes sanctions and applies Warning Letters I, II, and III in the hope that employees realize their mistakes and change for the better. Level IV Hospital 02.07.01 Zainul Arifin also provides guidance to these employees with Mental Development, Unit Development, the existence of Internal Supervisors and internal trainings in the hope that mistakes will not occur during work.

Discussion

The significance of work motivation within the work environment for the purpose of enhancing morale. Work motivation serves as the fundamental driving force behind the development of both government agencies and private organizations, as it fuels the desire to achieve goals through collaborative, systematic, and planned efforts. Work motivation may be described as a catalyst or incentive that elicits a sense of enthusiasm and has the potential to positively influence individual behaviour. The researchers in this study employed Abraham Maslow's Classic Theory Indicator of Hierarchy of Needs Motivation.

Hence, a study was conducted at Level IV Hospital 02.07.01 Zainul Arifin to investigate the alignment between employee motivation and Abraham Maslow's theory. This theory encompasses five variables for assessment, namely Physiological Needs, Security Needs, Social Needs, Awards, and Self-Actualization.

The forthcoming discourse will revolve around the examination of indicators employed and the data acquired by researchers throughout the course of their investigation. The veracity

of the data supplied can be substantiated through the inclusion of physical evidence in the form of attachments (see attached data).

1. Physiological Needs

Hospital Level IV 02.07.01 Zainul Arifin has effectively addressed the physiological demands of its personnel. According to Mrs. Mesi Hartati, Amd, Level IV Hospital 02.07.01 Zainul Arifin ensures the fulfillment of employee rights by granting monthly payments that are commensurate with their respective positions and responsibilities. Employees are entitled to various leave entitlements, such as those pertaining to marriage, maternity, annual leave, and other permissions, which can be utilized by the employees. Level IV Hospital 02.07.01 Zainul Arifin has also fulfilled the requirement of addressing the needs of its employees. According to Mr. La Ode Sujana, S.Farm, the provisions encompass the requirements essential for employees during their work, including office stationery, desks, chairs, rooms, places of worship, sports fields, and halls. Additionally, as mentioned by Mrs. Mesi Hartati, Amd, personal necessities for employees are facilitated through cooperatives situated within the hospital setting, such as basic food provisions, uniform fittings, and other related items. The provision of special accommodations for employees is contingent upon their position within the organization. For instance, the Head and Deputy Head of the Hospital are provided with an Office House. In cases where employees have not secured permanent housing, they are offered temporary accommodations in an employee mess until suitable living arrangements can be made.

2. Sense of Security

The employees of Level IV Hospital 02.07.01 Zainul Arifin have experienced a sense of security, which holds significant value for them. This is primarily due to the hospital's affiliation with the Indonesian National Army (TNI), which ensures the safety of the employees and encourages them to seek protection when needed. Furthermore, the Level IV Hospital 02.07.01 Zainul Arifin consistently remains prepared to address and offer remedies for any grievances and issues encountered by its employees, both within the workplace and beyond the premises of the Level IV Hospital 02.07.01 Zainul Arifin. In order to secure the safety of employees and visitors from potential dangers such as disruption, theft, loss, and violence, each workstation is equipped with active closed-circuit television (CCTV) surveillance. Additionally, a 24-hour guard is stationed on site, conducting security pickets and rounds every three hours. These measures are used to monitor and safeguard the movements of individuals within the premises. In the medical domain, there exist supervisory nurses who assume the responsibility of overseeing and monitoring the performance and well-being of employees outside their designated working

hours. The authorities at Level IV Hospital 02.07.01, namely Zainul Arifin, demonstrate a proactive approach in assisting employees to resolve any challenges they encounter.

3. Social (Relationships between People)

There are still communication gaps between coworkers because of both professional and private issues. Researchers discovered that disagreements amongst staff members at Level IV Hospital 02.07.01 Zainul Arifin were a result of miscommunications about responsibilities and differences in opinion among the staff. Mr. La Ode Sujana Ramadhan, S. Farm, also remarked that disputes among coworkers are unavoidable and that these disputes stem from remarks or delivery styles of coworkers that cause affront to one another. Level IV Hospital 02.07.01 Zainul Arifin keeps researching this topic and makes an effort to mediate the conflict between the opposing parties by identifying the source of contention and offering a balanced perspective. Additionally, the Level IV Hospital 02.07.01 Zainul Arifin holds a morning report every morning in order to receive and address grievances that arise at work. It also organises cooperative sporting events, offers group spiritual counselling, and offers mental coaching to its staff in an effort to foster a sense of camaraderie among its current workforce.

4. Awards

Employees at Level IV Hospital 02.07.01 Zainul Arifin exhibit a high degree of professionalism in adhering to the established Standard Operating Procedures (SOPs). As a result, numerous employees have been recognised by the hospital with titles such as "best employee" and "exemplary employee," among others. As to Ms. Nurdiana, Amd. Kep, Level IV Hospital 02.07.01, Zainul Arifin also consistently recognises and rewards its top performers with annual awards and commendations. In an effort to get staff members interested and motivated at work, Level IV Hospital 02.07.01 Zainul Arifin is awarding promotions as well as presents like pocket money and award certificates.

5. Self-Actualization

Internal and external training is provided to personnel at Level IV Hospital 02.07.01 Zainul Arifin so they can stay up to date on any developments. For the benefit of Level IV Hospital 02.07.01 Zainul Arifin as well as the employees' own personal well-being, training is provided to enable staff members to stay current with educational advancements. Nevertheless, some employees continue to perform subpar or monotonously, which prevents them from experiencing personal growth and development, according to Mrs. Tara Dian Angraeni, Amd. Level IV Hospital 02.07.01 Zainul Arifin rotates employees based on performance scores. There is a system of rewards and punishments; employees who are deemed to be subpar at work will receive punishment as a form of discipline to help them perform better. According to Ms. Erni

Juwita, S.Hum, Level IV Hospital 02.07.01 Zainul Arifin also regularly assesses staff performance through meetings conducted in their respective departments, followed by job rotations, which serve as a guide for staff members to grow and optimise their work. Nonetheless, rotation is also implemented for reasons other than errors or staff issues. If rotation is required, it will be done. When an employee makes a mistake, they may receive a Warning Letter (SP) as punishment.

Conclusion

The researchers have provided a detailed analysis of the work motivation of Level IV hospital employees in Zainul Arifin Bengkulu City, based on the results of their thesis research. The variables that influence motivation in this study are based on the Classic Theory of Motivation, namely Abraham Maslow's Hierarchy of Needs Theory. These variables include:

1. Physiological Needs

Level IV Hospital 02.07.01 Zainul Arifin has fulfilled the physiological needs of employees by providing employee rights and needs so that employees feel satisfied and fulfilled.

2. Sense of Security

Fulfillment of a sense of security has been felt by employees of Level IV Hospital 02.07.01 Zainul Arifin. The guarding and protection carried out by Level IV Hospital 02.07.01 Zainul Arifin makes employees not worry about working.

3. Social (Relationships Among People)

In the relationship between employees, there are still differences in understanding due to work and personal. The Level IV Hospital 02.07.01 Zainul Arifin is still trying to mediate between the disputing parties with methods that are considered capable of being a solution to existing problems.

4. Award

Level IV Hospital 02.07.01 Zainul Arifin appreciates employees by giving gifts, praise, and promotions that make employees feel valued and motivated to do better at work.

5. Self-Actualization

Employees of Level IV Hospital 02.07.01 have not fully developed and innovated at work. Training and job rotation are carried out so that there is a renewal of the work environment in order to know the tasks and accuracy of employee placement at work.

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