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The Role of Work Motivation as Mediation between Workload and Health Employees Performance During the COVID-19 Pandemic at Public Health Centers, Indonesia

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ABSTRACT:
The performance of health employees emerged as a consequence of community demands for excellent health services, especially during the COVID-19 pandemic. Therefore, the performance of health workers must continue to be improved to contribute professionally in efforts to prevent and control COVID-19 in society. Efforts to improve the performance of health workers can be done by analyzing the influencing variables. The purpose of this study was to analyze the role of work motivation as a mediation between workload and the performance of health workers at Public Health Centers in Pasuruan City. The design of this study used a causality design with a quantitative approach. Descriptive data analysis techniques and SEM. The sample in this study were 99 health workers (doctors and nurses) who are closely related to the task of preventing and controlling COVID-19 at Public Health Centers in Pasuruan City. In this study, the results show that 1) workload has a significant effect on performance, 2) workload has a significant effect on work motivation, 3) work motivation has a significant effect on performance, and 4) work motivation acts as a mediator between workloads to performance of health workers.
KEYWORDS: performance, work motivation, workload

I.   INTRODUCTION

During the COVID-19 pandemic, the Public Health Center played an active role in efforts to prevent and control COVID-19 without leaving the main service according to the function of the Public Health Centers are implementing the first level Public Health Efforts (UKM) and Individual Health Efforts (UKP) as mandated in Minister of Health Regulation Number 43 of 2019 regarding Public Health Centers. The role of the Public Health Centers in efforts to prevent COVID-19 is to educate the public to adopt new habitual adaptation patterns, namely 3M (wearing masks, washing hands, and maintaining distance). Meanwhile, in efforts to control COVID-19, the Public Health Centers play a role in conducting epidemiological investigations by tracing close contacts of COVID-19, screening for high-risk people to facilitate further specimen collection (testing), and support for COVID-19 treatment according to case management. In realizing this, Public Health Centers collaborates with Hospitals and COVID-19 testing laboratories (Ministry of Health, 2020).

The challenges faced by health workers during the COVID-19 pandemic include the risk of infection, the limited availability of personal protective equipment, resistance from the community, and an increased workload. In addition, the performance of resistance from the community and an increased workload. In addition, the performance of health workers during the COVID-19 epidemic is a concern regarding the acceleration of controlling COVID-19 (Soemarko et al, 2020).

One of the factors that can affect individual performance is work motivation because it can make individuals excited, active, productive, and creative in working to achieve maximum work results (Aprilia et al. 2016). The COVID-19 pandemic has increased the workload of health workers who are at the forefront. Excessive workloads can cause fatigue, stress and have the potential to affect performance and work motivation to provide the best service for the community (Soemarko et al, 2020).

Several previous studies examined the influence of performance variables, work motivation, and workload. For testing workloads on performance, it has been proven to have a significant effect by Harini et al (2018). This result is contrary to the result of Johari et al (2016) which proves that there is no significance. For testing workload on work, motivation is proven to have a significant effect by Irvan and Heryanto (2019). This

result is contrary to research by Ningsih (2017) which proves that there is no significant effect. For testing work motivation on performance, it is proven to have a significant effect by Al-Musadieq (2018) and Aprilia et al (2016). These results are contrary to the results of Noermijati's (2015) research that motivation has no significant effect on performance. For testing workload on performance mediated work motivation is proven to have a significant effect by Hardono et al (2019). This is in contrast to research by Nurhayana dan Sasmita (2014). Regarding conditions during the COVID-19 pandemic, this study intends to examine the role of work motivation as a determining indication between workload and the performance of health workers at Public Heath Center in Pasuruan City.

II.   LITERATURE REVIEW

Performance is the result of an employee's work in quality, quantity, and timeliness according to the responsibilities mandated by him (Mangkunegara, 2017: 67). Performance is defined as a person's success in carrying out a job (Harini et al, 2018). This study uses the term performance to determine the performance of health employees. This opinion is in line with Hardono et al (2019) that performance is the result of individual work as a contribution to the institution where he works. The performance indicators according to Mathis and Jackson (2012: 378) include quality, quantity, timeliness, attendance, and cooperation ability.

Work motivation is defined as encouragement in employees to exert their abilities to achieve goals (Mangkunegara, 2017: 67). Motivation is a process that explains the strength, direction, and persistence in achieving goals (Robbins and Judge, 2015: 127). Work motivation is a need that encourages actions to achieve goals (Hardono et al, 2019). According to Herzberg's theory of motivation, if employees are not satisfied with their work, this satisfaction is based on motivating/intrinsic factors, including job recognition, job performance, work, responsibility, and potential development. Conversely, if employees feel dissatisfied, this dissatisfaction is generally associated with hygiene/extrinsic factors, including salary, working conditions, working relationships, supervision, and agency policies.

According to the Regulation of the Minister of Home Affairs Number 12 of 2008 workload are the amount of work responsibility and the result of the multiplication between work volume and time norms. This is in line with Hardono et al (2019) idea that workload is a series of activities that must be completed within a certain period. The workload is defined as an individual assessment of the number of tasks/work demands (Harini et al, 2018). Workload arises from the interaction between task demands, work environment, skills, behavior, and individual perceptions (Hastutiningsih, 2018). Workload indicators include target achievement, working conditions, and work standards

Figure 1. Conceptual framework research
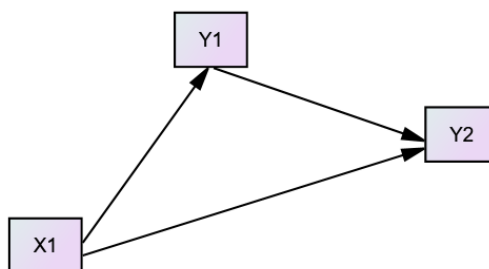
Note: Y2= Health Employees Performance; Y1= Work Motivation; X1=Workload

III.   RESEARCH METHODS

The research design used a causality design with a quantitative approach. Data sources use primary and secondary data. The instrument used was a questionnaire using a Likert scale. The Likert scale for choice 1 strongly disagrees, 2 disagrees, 3 is neutral, 4 agrees and choice 5 strongly agrees.

The population is health employees, especially doctors and nurses who are closely related to the task of preventing and controlling COVID-19 at Public Health Centers. The sampling technique was total sampling (The number of samples was the same as the population) as many as 99 health workers at Public Health Centers with details of 19 doctors and 80 nurses.

Performance is measured by five indicators, namely quality, quantity, attendance, timeliness, and cooperation ability. Work motivation is measured by nine indicators, namely job recognition, achievement, employment, responsibility, potential development, salary, work relationship, supervision, and institution policies. The workload is measured by three indicators, namely target achievement, work conditions, and work standards. The structure of the variables, indicators, and the number of research instruments is presented in Table 1.

Table 1. Variables, Indicators, and Research Instruments

Variables and Indicators	Number of instruments
Health Employees Performance (Y2)	
Quality (Y21)	3
Quantity (Y22)	2
Attendance (Y23)	2
Timeliness (Y24)	2
Cooperation Ability (Y25)	2
Work motivation (Y1)	
Job recognition (Y11)	2
Job achievement (Y12)	2
Employment (Y13)	2
Responsibility (Y14)	2
Potential development (Y15)	2
Salary (Y16)	3
Work relationship (Y17)	2
Supervision (Y18)	2
Institution policy (Y19)	2
Workload (X1)	
Target achievement (X11)	2
Work conditions (X12)	2
Work standards (X13)	3
total	37

III. RESEARCH RESULT

Based on the Regulation of the Mayor of Pasuruan Number 41 of 2018, Public Health Centers are organizational unit (UPT) of the Health Service that works professionally. The number of Public Health Centers in Pasuruan City is 8 units spread over 4 districts and 34 sub-districts. The number of the auxiliary health center is 29 units. Based on research on 99 respondents who were sampled, it was obtained a description of the characteristics of the respondents. Respondent profiles are presented in Table 2.

Table 2. Profile of Respondents

Gender	%	Types of Health Human Resources	%
Male	19.20	Doctor	19.20
Female	80.80	Nurse	80,80
Age	**%**	**Length of work**	**%**
21-30 years	14.10	0-5 years	16.20
31-40 years	72.70	6-10 years	58.60
41-50 years	8,10	11-15 years	13.10
51-60 years	5,10	16 years and over	12.10
Level of education	**%**	**Employment status**	**%**
Diploma	73.70	Government Employees	82.80
Bachelor	26.30	Contract worker	17.20

The majority of respondents are women, in the age range of 31 to 40 years, working length of 6-10 years, the employment status of government employees with the type of health human resources are nurses with diploma means that the respondents are high level of maturity with a level of intelligence and has work experience quite in working.

Analysis of data processing using the SPSS program. There are 3 research variables, 19 indicators, and 37 instruments in total. The results of testing the validity and reliability of 37 items proved valid as evidenced by the probability that each instrument did not exceed the 5% error rate, which the instrument could measure the variable. The validity test results are attached. The reliability test results of the research instrument show a good level of reliability as evidenced by the value of Cronbach alpha not exceeding the r table (0.196). The results of descriptive analysis for each of the research variables, indicators, and 37 research instruments are presented in the appendix.

The main factor that supports the performance of health workers at the Public Health Center is the quality of work results that are reflected in the knowledge of health workers about the management of COVID-19. The main factor that supports the work motivation of health workers at Public Health Center is the responsibility reflected in the willingness to work overtime related to COVID-19 preparedness. Meanwhile, the main factor that supports the workload of health workers Public Health Center is target achievement, which is reflected in the ability of health workers to achieve the target.

To build a structural equation model, two regressions were carried out. The results of the regression model equation are as follows:

First simple linear regression model : Y1= 0.884 X1 + e1
Second multiple linear regression model : Y2= 0.273 X1 + 0.589 Y1 + e2
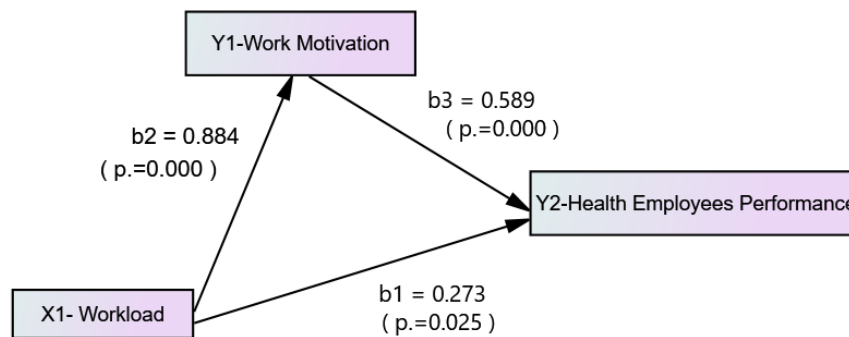
Note:
Y2 = Health Employees Performance
Y1 = work motivation
X1 = Workload

The results of the structural equation model are presented in image 2.

Figure 2. Results of the structural equation model

Based on the picture above, information regarding the effect of workload on performance can be obtained, that the value of p (0.023) <α (0.05), which means that workload has a significant effect on performance. Regarding the effect of workload on work motivation, the value of p (0.000) <α (0.05), which means that workload has a significant effect on work motivation. Regarding the effect of work motivation on performance, the value of p (0.000) <α (0.05) means that work motivation has a significant effect on performance. In table 3, the results of the path analysis show that work motivation plays a role as a mediator between workload and performance because the total effect value is greater (0.794) than the direct effect (0.273).

Table 3. Results of path analysis.

Variables			p.	Coefficients effect			Result
Independent	Mediation	Dependent		direct	indirect	Total	
Workload	-	Health Employees performance	0,000	0,273	-	-	H1 - accepted
Workload	Work motivation	-	0,023	0,884	-	-	H2- accepted
-	Work Motivation	Health Employees performance	0,000	0,589	-	-	H3 - accepted
Workload	Work Motivation	Health Employees performance	-	0,273	0,884 x 0,589 =0.520*	0,794*	H4 - accepted

Note: *) Significant level (p) less than tolerance 5%

IV. DISCUSSION

A good workload for health workers can improve their performance in providing health services to the community. Until now, the work demands of health workers are proportional to the abilities/capacities and the time available to complete the workforce. This is in line with the opinion of Hastutiningsih (2018) which states that if job demands are proportional to both physical and non-physical abilities, expertise, and time available, it can improve individual work results.

The work demands of health workers are more varied than before the COVID-19 pandemic, so the workload of health workers must be regulated so that it has the right portion and is not excessive so that it can improve the performance of health workers, especially in efforts to prevent and control COVID-19 in the community. The results of this study are consistent with research by Harini et al (2018) which states that an increase in workload within the limits of ability can improve individual performance.

A good workload for health workers can increase work motivation. The role of health workers is not only in carrying out tasks related to public health efforts (UKM) and individual health efforts (UKP) but also focuses on efforts to prevent and control COVID-19. The workload of health workers, especially at Public Health Center, must be regulated not over so that it can eliminate work fatigue/stress that has the potential to hinder work motivation. The result of this study is consistent with the research of Irvan and Heryanto (2019) which states that workload increases within the limits of ability can increase individual work motivation.

High motivation to work health workers can improve performance. This is in line with the opinion of Aprilia et al (2016) that work motivation makes individuals enthusiastic, active, productive, and creative in working to achieve maximum work results. Motivation is also a very important factor to increase work passion. During the COVID-19 pandemic, the work motivation of health workers, especially at the Public Health Center, must be maintained and increased to achieve maximum work results. The results of this study are consistent with research by Al-Musadieq (2018) and Aprilia et al (2016) which state that work motivation can improve performance.

Work motivation acts as a mediator between workload and performance. This means that work motivation plays a role as a determining indication of the workload on the performance of health workers at the Public Health Center in Pasuruan city, especially during the COVID-19 pandemic. The results of this study are consistent with the research of Hardono et al (2019). The effect of workload on performance mediated by work motivation has a stronger effect than the direct effect of workload on the performance of health workers. So it can be concluded that health workers who have a good workload can produce higher performance if they have high work motivation.

V. CONCLUSION AND RECOMMENDATION

A good workload can improve the performance and work motivation of health workers at the Public Health Center in Pasuruan city during the COVID-19 pandemic. High work motivation can improve the performance of health workers at the Public Health Center in Pasuruan city during the COVID-19 pandemic. Health workers who are motivated to work well will be more enthusiastic, productive, and creative to achieve maximum work results. Work motivation plays a role as a mediation between workload and the performance of health workers at the Public Health Center in Pasuruan city during the COVID-19 pandemic, meaning that work motivation is accepted as a determining variable between workload and the performance of health workers.

Recommendations for the Health Department and the Public Health Center are improving the performance of health workers, especially the quality of knowledge of health workers, always providing motivation to health workers to be responsible for their duties and regulating the workload of health workers at encouragement so that health workers are not excessive, not tired and have an impact on work motivation and performance. For the next researchers, a broader development is needed by adding other variables besides workload and work motivation that can affect the performance of health workers, for example, work discipline and competence of health workers.

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Appendix

1.The Results Test of the Validity, Reliability and Instrument Descriptive

Variables and indicators	Instrument's code	Correlation coefficients	Reliability coefficients	Mean	
Health Employees Performance (Y2)			0.964	3.72	
Quality (Y21)	Y211	0.918		3.83	3.78
	Y212	0.911		3.76	
	Y213	0.882		3.76	
Quantity (Y22)	Y221	0.919		3.68	3.71
	Y222	0.897		3.73	
Attendance (Y23)	Y231	0.922		3.71	3.70
	Y232	0.918		3.68	
Timeliness (Y24)	Y241	0.923		3.75	3.73
	Y242	0.937		3.71	
Cooperation Ability (Y25)	Y251	0.944		3.78	3.68
	Y252	0.949		3.58	
Work Motivation (Y1)			0.986	3.99	
Job Recognition (Y11)	Y111	0.952		4.01	4.02
	Y112	0.948		4.02	
Job Achievement (Y12)	Y121	0.955		3.98	3.98
	Y122	0.950		3.98	
Employment (Y13)	Y131	0.957		3.98	3.99
	Y132	0.954		3.99	
Responsibility (Y14)	Y141	0.954		4.04	4.05
	Y142	0.956		4.06	
Potential development (Y15)	Y151	0.947		4.00	3.98
	Y152	0.948		3.95	
Salary (Y16)	Y161	0.893		3.87	
	Y162	0.920		3.97	3.94
	Y163	0.930		3.97	
Work relationship (Y17)	Y171	0.969		4.01	4.03
	Y172	0.964		4.04	
Supervision (Y18)	Y181	0.965		3.98	3.97
	Y182	0.966		3.96	
Institution policy (Y19)	Y191	0.938		3.96	4.01
	Y192	0.926		4.05	
Workload (X1)			0.922	3.69	
Target achievement (X11)	X111	0.883		3.83	3.78
	X112	0.912		3.72	
Work conditions (X12)	X121	0.918		3.67	3.67
	X122	0.904		3.66	
Work standards (X13)	X131	0.881		3.61	
	X132	0.913		3.57	3.62
	X133	0.868		3.69	

2.Variables, Indicators, and Instruments

No.	Research Variables	Indicators	instruments
1	Health Employees Performance (Y2)	Quality	1) I have good knowledge about the management of COVID-19 2) I am monitoring the health of isolated positive COVID-19 cases regularly 3) I am monitoring the health of suspect COVID-19 were treated at the shelter regularly
		Quantity	4) I did an initial screening of people with risk factors for COVID-19 5) I am *tracing* close contact of COVID-19 according to standards
		Attendance	6) I always come to work according to the working hours 7) I always go home according to the working hours
		Timeliness	8) I was able to finish work related to COVID-19 on time 9) I am moving fast in starting work on COVID-19
		Corporation ability	10) I can cooperate with health workers other 11) I can work with the COVID-19 Task Force at the village level
2	Work motivation (Y1)	Recognition Work	12) My boss praised me if I had done a good job related to COVID-19 13) Colleagues give praise if I have done a good job related to COVID-19
		Achievement of work	14) Employment promotion based on achievement 15) My achievements are satisfying
		Employment	16) The work-related to COVID-19 is very challenging so I am doing my best 17) My job is very interesting because of the variety of work to be done
		Responsibility	18) I double-checked the work on COVID-19 that had been completed 19) I am willing to work overtime related to COVID-19 preparedness
		Potential development	20) I received training regarding the management of COVID-19 21) Working at the Public Health Center has improved my abilities
		Salary	22) The salary received is sufficient to meet their daily needs 23) The performance allowance received is as expected 24) The COVID-19 incentives received have met expectations
		Work relationship	25) Relationships with superiors are harmonious 26) Relationships with colleagues are harmonious
		Supervision	27) The boss provides supervision regarding the work of COVID-19 28) The Bosses provide guidance regarding the work of COVID-19
		Institution policy	29) The Public Health Center supports the health workforce's K3 (Health and Safety) policy 30) I understand the mission of the Public Health Center to achieve

No.	Research Variables	Indicators	instruments
5	Workload (X1)	Target achievement	31) I was able to reach my performance target 32) The time needed to complete the job is sufficient
		Work conditions	33) A comfortable workspace makes me more enthusiastic at work. 34) The workplace applies 3M for COVID-19 prevention
		Work standards	35) The number of health workers to COVID-19 work is sufficient 36) My workload is following work standards 37) I work according to SOP (Standard Operating Procedure)

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