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Paper Authors **Mawardi Badar ,Ari Saptono , Budi Santoso**

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Motivation of Embung Fatimah Hospital Nurses during the Covid-19 Pandemic

Mawardi Badar[1] Ari Saptono [1], Budi Santoso [1]

Departement Human Resource Management Science
University state of Jakarta
Rawamangun Muka, 13220, Indonesia

ABSTRACT

This study aims to analyze the motivation of nurses at Embung Fatimah Regional General Hospital Batam City, Riau Islands. Nursing services are the spearhead of health services in a hospital that can reflect the extent of the quality of the hospital. The motivation of nurses, which researchers consider crucial as a problem at the Embung Fatimah general hospital, is added to the condition of the COVID-19 pandemic which forces nurses to work extra than usual days. This study uses quantitative research methods with survey methods with data analysis techniques using a structural equation model (SEM) with the help of Amos software. The research involved 145 nurses at Embung Fatimah Hospital, with the slovin formula, a sample of 106 nurses and 30 nurses were involved in the research trial. The results showed that nurses' motivation was dominantly shaped by the organizational climate by 44.6%.

Keywords: Leadership, Motivation, Organizational climate.

INTRODUCTION

The COVID-19 pandemic is a public health emergency that is currently of international concern (Cortegiani et al., 2020). Corona virus is a virus that causes several diseases, the World Health Organization (WHO) states that the Corona virus is zoonotic meaning that it is transmitted between animals and humans and the first Corona Virus to infect humans was in the mid-1960s. (Mukaromah, 2020). On the other hand, Singapore as one of the first countries affected by the corona virus in mid-January 2020, 18 cases were detected in the country and as of March 16, 2020, 243 cases were detected. (Vaswani, 2020). As the closest city to Singapore, the city of Batam has officially announced that a citizen has contracted the Corona virus and is being treated at the Embung Fatimah Regional General Hospital. (Saputra, 2020).

Nursing services are the main spearhead of a health service in hospitals and are the main mirror of the success of a health service. So it is necessary to make improvements related to the nurse adequacy ratio compared to the number of patients and this improvement can be likened to a form of strategy in patient safety. (Yulianti, 2021). The problem with this patient ratio occurs because a small number of patients die during hospitalization (Shekelle, 2013). This happened because there was no evaluation related to patient safety strategies regarding changes made to nurse placement in improving patient outcomes. However, there are several proposed factors related to the causal factors of the relationship between

nursing care and mortality in hospitals, namely work commitment, nurse fatigue, job satisfaction, teamwork, nurse turnover, nursing leadership in hospitals and the nursing practice environment.

Morrow (1983) says that work commitment is a process of identifying, or seeing someone's involvement in carrying out their duties in an organization, with 3 basic aspects that can be distinguished, namely attitudes, objects and references. (Carmeli et al., 2007). The information found at the time of conducting the pre-study further strengthened that there were problems that occurred in the Embung Fatimah Hospital, especially related to the work commitment of nurses. Commitment is the relative strength of the identification and involvement of individuals in a particular organization with 3 characteristics including a strong belief in and acceptance of the goals and values of the organization; willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization (Steers, 1985). Further developing the concept (Meyer, 2016) identified three important dimensions of employee commitment: affective, continuity, and normative.

Health care systems in developed countries face serious fiscal sustainability as well as social sustainability challenges. In particular, health professionals are faced with increasing pressures in the work environment due to cuts in per capita funding, radical organizational changes, and increasing demand for health services. (Schmidt et al., 2017). These challenges require effective change leaders who can implement sustainable fiscal measures while supporting staff in the process to prevent or at least reduce burnout. The issue of burnout is still very urgent because of the current COVID-19 pandemic. While nearly the entire spectrum of society has been severely disadvantaged, perhaps no profession has been hit harder than health care staff, who are at the forefront of the pandemic response. (Caldas et al., 2021).The COVID-19 pandemic has caused unprecedented challenges for healthcare systems around the world(Will, 2020), with health workers caring for COVID-19 patients are particularly vulnerable to fatigue and mental health problems (Lai et al., 2020).

The hospital is an organization that provides professional health services whose services are provided by doctors, other supporting nurses such as pharmacists, psychologists, midwives and non-medical workers. Like any organization, hospitals have professional human resources (HR) in running each of their work units. Each HR in the hospital has different roles and responsibilities. Good human resources must be supported by good human resource management, therefore health organizations such as hospitals must have human resources capable of creating excellent service.

THEORETICAL REVIEW

Organizational Climate

The term organizational climate was first introduced in the 1930s. He relates human behavior to the environment. Lewin's study related to the psychological climate Then the term organizational climate is used by Tagiuri and Litwin (1968) who put forward some terms to describe behavior to the background or place where behavior appears in the environment, social environment, culture, atmosphere, situation, field pattern, behavior pattern, and conditions. (Litwin & Roberts A, 1968). One of the organizational factors that have a significant effect on commitment is organizational climate. Research on organizational climate begins with current

individual-level analysis and focuses on what is involved in psychological climate conditions (Abubakar et al., 2019).

For the sake of historical understanding, below will be presented three different definitions that are considered important in the development of the understanding of the concept of organizational climate and the dimensions in its elaboration into a kind of model, namely the definitions of Garlie A. Forehand (1964), Litwin-Stringer (1968), and John P. Campbell (1970). Forehand Model Forehand definition highlights two basic aspects that are unique in terms of organizational climate, namely organizational characteristics that are not easy to change and the influence of these characteristics on the behavior of all members of the organization. Forehand quoted by Tagiuri explains as follows: organizational climate is a set of characteristics that describe an organization and that distinguishes the organization from other organizations. (Tagiuri et al., 1968). Survive long enough, and influence the behavior of people in the organization. In his explanation Forehand emphasized that the impact of organizational climate on individual behavior can be seen in the stimuli faced by individual members of the organization, the constraints or barriers to freedom of choice of behavior among employees, and the process of giving sanctions and rewards. Forehand further emphasized that the organizational climate includes 5 (five) characteristics of the organization also known as dimensions, namely: Size and structure of the organization; leadership patterns; system complexity; The direction of the goal; and communication networks.

Organizational climate as a characteristic of the organization is further clarified by Nelson and Campbell Quick with a special orientation to managerial. Organizational climate is a

relatively enduring quality of an organization's internal environment distinguishing it from other organizations; which results from the behavior and policies of members of organizations, especially top management; which is perceived by members of the organizations; which serves as a basis for interpreting the situation; and acts as a source of pressure for directing activity (Nelson & Quick, 2012).

Payne quoted by Berberoglu defines organizational climate as the way employees view their organization and its goals (Berberoglu, 2018). Organizational climate is the internal environment or psychology of the organization. Organizational climate influences human resource policies and practices accepted by organizational members. Please note that every organization will have a different organizational climate. Organizational climate is a characteristic inherent in every organization that distinguishes between organizations and also refers to a mutual agreement about the work environment so that employees are obedient in their work (Seyedmoharrami et al., 2019)..

Based on the description above, it can be synthesized that the organizational climate is the employee's perception of various aspects of the organizational environment where he works with the dimensions of organizational structure, standards, responsibility, rewards, support, and risk-taking.

Leadership

Leadership appears simultaneously with human civilization since ancient times when people gather together and work together to maintain their existence. Since then the occurrence of cooperation between humans in the world and the emergence of elements of leadership. Leadership is a process of influencing behavior that becomes a role

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model for interaction between leaders and followers as well as the achievement of more realistic goals and shared commitment in achieving goals and changes to a more advanced organizational culture. (Yukl & Gardner III, 2020). Leadership is also often known as the ability to gain consensus among organizational members to perform management tasks to achieve organizational goals. The greater the number of sources of power available to the leader, the greater the potential for effective leadership (Kim & Stoner, 2008).

Leadership is the power and influence to carry out employee activities towards the goals to be achieved by the organization. Leadership is a process in which a leader influences his subordinates in non-coercive ways to achieve a predetermined goal (Colquitt et al., 2020). Leadership is a complex phenomenon, influenced by circumstances, personality relationships, and other factors in the workplace (Al-Sada et al., 2017). As a leader, he is expected to have a positive influence on his subordinates, by maintaining friendly relations with all subordinates and several related parties, be a leader who is longed for by everyone, leadership as a process of a person in controlling his subordinates, the process of a leader interacting with his subordinates to move all his subordinates to do what he is ordered to do to achieve organizational targets. (Al-Sada et al., 2017).

Leadership is the process of influencing others to understand and agree on what needs to be done and how to do it, and the process of facilitating individual and collective efforts to achieve common goals. (Yukl & Gardner III, 2020). The same thing expressed by McShane and Glinow defines leadership is about influencing, motivating, and enabling others to contribute to the effectiveness and success of the organizations of which they are members.

(McShane & Von Glinow, 2018). The same thing expressed by McShane and Glinow defines leadership is about influencing, motivating, and enabling others to contribute to the effectiveness and success of the organizations of which they are members. (Schermerhorn et al., 2012).

Leadership as a process of social influence from a leader who seeks voluntary participation from employees to realize organizational goals. (Kreitner & Kinicki, 2012). Leadership as the ability to influence a group towards the achievement of goals. (Robbins & Judge, 2019), In addition, leadership is the ability that exists in a leader in the form of certain traits: personality, abilities, abilities. Leadership is a series of leader activities that cannot be separated from the position, style, and behavior of the leader, as well as the interaction between the leader and followers. Leadership is a process of appointing and directing leaders to the behavior of subordinates in an environment where they work (Nelson & Quick, 2012). A leader, in general, gives instructions to his subordinates in completing the tasks expected by the leader and in carrying out the work of a leader, in general, gives the right direction. Leadership is part of an effort to use influence to motivate individuals to achieve certain goals (L. Gibson et al., 2012).

Based on several descriptions of the concepts described above, it can be synthesized that leadership is the process of one's activity in directing, influencing, and negotiating subordinates in achieving organizational goals efficiently and effectively to achieve the goals that have been set with indicators: leader's strength to influence subordinates, motivate employees to work, facilitate subordinates, make employees participate, directing subordinates to achieve goals.

Motivation

In healthcare organizations, work motivation is an important measure of the health professional's response to increasing challenges and demands (Kotera et al., 2019). Motivation is known as a process that starts with inspiration to perform and is energized until the end (Westrom & Shaban, 1992). It initiates behavior to achieve the intended goal. Motivation is a complex, multidimensional, and therefore defined force within an individual that influences or directs behavior (Kotera et al., 2019).

Motivation involves a constellation of closely related beliefs, perceptions, values, interests, and actions. Stating that many organizations are introducing new strategies including different compensation packages, as a way of motivating and retaining their employees. Motivation theory helps in designing reward systems, empowering employees, improving the quality of work-life, and work design (Sharma et al., 2016). Motivation as a series of employees who are driven both from within and from outside the employee is the effort and determination of the direction of the work itself, intensity, and persistence. (Colquitt et al., 2020)

Motivation is a process that begins with a physiological or psychological deficiency or needs that drives behavior to achieve a goal (Luthans & Doh, 2018). Many things motivate a person to do something in his life, but in general, there are two types of motivation, namely intrinsic motivation and extrinsic motivation. Furthermore, motivation is a set of attitudes that influence a person to act directly on certain goals (Ivancevich & Konopaske, 2013). Motivation is a form of encouragement from within an employee to move to do something. In addition, motivation has a significant impact on employees and the organization in which they work. (Certo,

2016). On the other hand, Robert Robert and Angelo Kinicki define motivation as a reflection of psychological processes that can lead to an increase in a person's ability to be better and voluntarily to achieve organizational goals. (Kinicki & Fugate, 2016). Motivation as a key to a person's personality theory which can be seen from what an employee does in his social behavior. (Schneider & Smith, 2004). Furthermore, Randy J. Larsen and David M. Buss define motivation as the foundation of a person's personality which is important to understand when there is a personality disorder. Motives describe what people want and why they behave in certain ways (Larsen & Buss, 2014). Some theories and concepts explain the reasons why employees are more motivated than others (McShane & Von Glinow, 2018). Motivation is a concept that can be used when moving individuals to initiate and behave directly as desired by the leader. Gibson et.al define motivation as an explanatory concept used to make sense of observable behavior. In other words, motivation is inferred. Instead of measuring directly, we record what conditions exist and observe behavior, using this information as the basis for our understanding of the underlying motivations. (L. Gibson et al., 2012).

Motivation is a process that explains the intensity, direction, and persistence of an employee's efforts in working with goals that have been previously set by the leadership (Robbins & Judge, 2019). The same thing was expressed by Thomas S. Bateman and Scott A. Snell define motivation as a process, motivation also refers to the power that provides energy directly to employees if it is from within or indirectly if it comes from outside the employee to achieve organizational goals that are set. pre-set (Bateman & Snell, 2013).

From the above concept, it can be synthesized that motivation is an impulse that causes a person to work persistently and voluntarily in achieving organizational goals with indicators: strength at work, an initiative in work, and intensity at work.

METHOD

This study uses a multivariate Structural Equation Model (SEM) technique, based on the consideration that SEM can combine measurement models and structural models simultaneously when compared to other multivariate techniques. Have the ability to test direct and indirect effects (direct and indirect). The software used to process this data is AMOS 22 and the SPSS program as a descriptive statistical measurement tool.

RESULTS OF THE RESEARCH

The data described in this section describes the research data such as mean, minimum, maximum, standard deviation, median, mode. The description of the data starts from the Y variable (Work Commitment), X1 variable (Organizational Climate), X2 (Leadership) variable, and X3 (Motivation) variable. The description of each variable can be summarized as follows.

Tabel 1 Statistik Deskriptif

		Organizational climate (X_1)	Leadership (X_2)	Motivation (X_3)
N	Valid	106	106	106
	Missing	0	0	0
Mean		60,43	53,42	51,95
Std. Error of Mean		,773	,654	,670
Median		62,00	54,50	53,50
Mode		59	52^a	57
Std. Deviation		7,959	6,730	6,896
Variance		63,353	45,293	47,550
Range		44	31	38
Minimum		30	33	27
Maximum		74	64	65
Sum		6406	5662	5507

Based on the SEM model above, it can be seen the value of the path coefficient for each hypothesis and the significance test of the path coefficient of direct influence can be seen in the path coefficient table and C.R. (t-value) below.

Tabel 2 Koefisien Jalur dan C.R. (t-value)

Variabel Laten Endogen		Variable Laten Eksogen	Standardized Estimate	Unstandardized Estimate	S.E.	C.R.	P
X3	<---	X1	,446	,898	,393	2,283	,022
X3	<---	X2	,360	,763	,356	2,143	,032

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DISCUSSION

Organizational Climate and Motivation
From table 2 it can be seen that the magnitude of the direct influence of organizational climate on motivation is 44.6%. The biggest dimension in the formation of organizational climate is the 2nd dimension of standards, this proves to increase motivation in one of the Embung Fatimah Hospital, standards must be met by every nurse at work. Organizational climate affects the behavior of nurses, namely influencing their way of life, with whom nurses relate, who nurses like, how they work, what is achieved and how nurses adapt to the organization, the same thing was expressed by Litwin and Robert that organizational climate is the effect of subjective perception of the system. the formal, informal style of the leader and other environmental factors that influence the attitudes, beliefs, values, and motivation of employees who work in a particular organization (Litwin & Roberts A, 1968). Organizational climate is certain characteristics that distinguish an organization from other organizations and affect human behavior in the organization (B Von Haller, 1961). Gilmer, quoted by Setiawan, explained that the organizational climate does not only affect the behavior of nurses but also regulates how the hospital interacts with all the elements in it. (Setiawan, 2017). With a supportive and conducive organizational climate in an organization, it is hoped that each employee has high work motivation towards their duties and obligations. As the leader of the Embung Fatimah general hospital, he can pay special attention to the organizational climate that is already running, whether it is conducive or not, the next step for the leader is to make adjustments to the side that is not in line with expectations to provide maximum health services to patients.

Nurse managers need to have leadership skills in empowerment. Nurses in creating effective health services currently require leadership skills that can reinforce their environment. This strategy needs to be studied and used as a model for managers and leaders to promote the development of empowering behavior for subordinates, as environmental change is part of leadership and organization. The development of empowerment behavior can also be applied to individual nurses who are front liners in providing health services to show strength through their nursing skills. If this is applied properly, the role of nurses as health workers with the largest proportion in Indonesia will appear more significant in the development of the nation's health.

Informal power comes from worker networks, interpersonal alliances, relationships with or outside the organization. The informal level of the organization includes everything that is not written, relationships that do not reflect the structure within the organization, includes norms, traditions about how people work together, and has a strong influence on what happens in the organization. Informal strength is derived from social connections, the development of communication channels, and information from sponsors, peers, subordinates, and cross-functional groups.

Organizational climate consists of conformity, work standards, organizational clarity, warmth, support, and leadership. In this study, all sub-variables perceived by nurses were in a good category where Litwin stated that conformity was acceptance of new ideas as a supporting value in developing a conducive organizational climate for the achievement of

organizational goals. (Litwin & Roberts A, 1968), Then Robbins stated that adjustment of a person's behavior is needed to conform to the norms of the group (Robbins & Judge, 2019). The use of nursing work standards is needed to know the quality of services provided and to reduce costs and limit the possibility of negligence. The analysis of researchers at the Embung Fatimah Regional General Hospital with good standards and satisfied as much as 92.6% this shows that nurses are satisfied with the work standards applied in the hospital but it is important to continue to be maintained and improved because there are still as many as 8.4% of nurses who feel not satisfied with existing work standards. The preparation of better work standards allows for continuous efforts to increase job satisfaction.

Nurses who perceive organizational clarity in a good category, this is important for nurses to know so that they know what is expected of them and they can make the right contribution to the organization. (Litwin & Roberts A, 1968). There needs to be organizational clarity so that organizational members feel clear about the direction of the organization's activities and that members understand the goals and mission of the organization in the end there is a strong sense of attachment and high loyalty to the organization. In addition, there is also a need for clarity regarding work procedures within the organization as well as the division of authority and responsibility to members so that they can carry out work in a more focused manner according to organizational goals. According to the researcher, the results of significant satisfaction due to perceived clarity are very good. Therefore, in the organization, goals must be measurable, unambiguous, and there is a certain period set for task completion. The benefit is that when there is a slight misunderstanding in behavior, people will still respect or be tolerant and also need a vision, mission, and goals so that nursing staff gets clarity on the direction of the organization to be achieved through its roles and functions.

Warmth is a feeling of a friendly work atmosphere and is more emphasized on conditions of friendliness or friendship in informal groups, as well as good relations between coworkers, emphasis on the influence of friendship and informal social groups. Stringer states good treatment and attention from a friendship causes employees to feel protected and supported by each other (Litwin & Roberts A, 1968). In a situation like this, the organizational climate that members feel is positive for them. According to the researcher, warmth will encourage nurses to express their ideas and express them in the form of actions without fear that shows their acceptance of themselves in their work environment with mutual respect, mutual acceptance, and mutual trust so that this creates a conducive atmosphere.

Leadership and Motivation

From table 2 it can be seen that the magnitude of the direct influence of leadership on motivation is 36%. The findings of this study indicate that leadership has a positive effect on motivation Leadership is a process of a person to his subordinates to move or encourage others to work following his orders, similarly expressed by Richard L. Hughes, et.al. motivating others is an important part of leadership, but if motivation is accompanied by rewards, motivation does not will last a long time, especially if the rewards to be obtained are not sufficient for the ever-increasing needs (Hughes, 2016), according to

Maslow's hierarchy of needs quoted by John W. Newstrom from the lowest to the highest level of needs, namely: 1). physiological needs, 2). safety and security needs, 3). belonging and social needs, 4). Esteem and status needs, 5). self-actualization and fulfillment needs (Pierce & Newstroom, 2011).

In an organization to advance the organization, a leadership style is needed where the leadership style consists of transformational and transactional leadership styles. a leader tries to influence followers to be able to do work according to a predetermined concept together so that later it will have an impact on his followers including by giving praise, giving awards, motivating, and motivating his followers. Leadership becomes the main function in leading an important and strategic role in the survival of an organization. Leaders set goals, plan, organize, mobilize and control all available resources so that company goals can be achieved effectively and efficiently due to good teamwork. (Liu, 2018). Leadership is the main function in leading to play an important and strategic role in the survival of an organization. Leaders set goals, plan, organize, mobilize and control all available resources so that company goals can be achieved effectively and efficiently due to good teamwork.

Transformational leaders can move employees to prioritize the interests of the organization over their interests by encouraging the motivation of employees to achieve the vision and mission of the organization with passion. (Zuraik & Kelly, 2019). An organization, where the leader uses a transformational leadership style has a role where the leader will improve human resources and try to give a reaction that will lead to the enthusiasm and

performance of his followers. Transformational leadership refers to the moral values of followers to raise awareness about ethical issues and to mobilize energy and resources to reform the institutions in which they work. (Yukl & Gardner III, 2020). Transformational leadership seeks to inspire extraordinary performance.

Transformation leaders must be able to motivate employees in several ways, including by making them more sensitive to the importance of task results, encouraging them to put the interests of the organization ahead of their interests, and pushing their needs higher. (Yukl & Gardner III, 2020). Furthermore, according to Bernard M. Bass, Transformational leadership can increase the motivation of subordinates and can improve the performance of employees under transactional leadership, but effective leaders must be able to use a combination of both types of leadership. (Yukl, 2013). This initial concept of transformational leadership was put forward by Burn who explained that transformational leadership is a process in which leaders and their subordinates achieve a level of consciousness from followers by determining higher ideals and moral values such as independence, justice and not based on human emotions, greed, jealousy or hatred.

CONCLUSION

Organizational climate has a direct positive effect on motivation, meaning that it must be applied proportionally and transparently regarding responsibilities to all nurses at work. Leadership has a direct positive effect on motivation, meaning that the head of the room can use his power as a leader to provide

direction to nurses to achieve the goals that have been set.

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