
Employee Motivation in Terms of Compensation, Leadership, Discipline, and Work Environment (Case Study at Tulung Health Center, Klaten Regency)

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Abstract

This study aims to determine the effect of compensation, leadership, discipline, and work environment variables on employee motivation at the Tulung Health Center, Klaten Regency. This research method uses a quantitative descriptive research design. The population is all employees who work at the Tulung Health Center, Klaten Regency, totaling 44 people. The sampling technique used in this research is saturated sampling technique with a total sample of 44 respondents. Data collection using a questionnaire. This study uses the classical assumption analysis method, multiple linear regression test, model feasibility test (F test), hypothesis test (t test), and the coefficient of determination using SPSS 25. The results showed that (1) compensation has a significant effect on work motivation, (2) leadership has a significant effect on work motivation, (3) discipline has a negative effect on work motivation, and (4) work environment has an effect on employee motivation. Meanwhile, simultaneously, compensation, leadership, discipline, and work environment have a significant effect on employee motivation at the Tulung Health Center, Klaten Regency. Suggestions from this study, Tulung Health Center, Klaten Regency, to continue to improve compensation, leadership, discipline, and the existing work environment, so that it will also increase employee motivation and become better than before.

Keywords: *Employee Work Motivation, Compensation, Leadership, Discipline, and Work Environment*

1. Introduction

Community Health Center or Puskesmas is a health service facility that organizes public health efforts and first-level individual health efforts by prioritizing promotive and preventive efforts in their work area. According to the Director General of Health Services of the Ministry of Health of the Republic of Indonesia in the Technical Guidelines for Puskesmas Services during the Covid-19 Pandemic, during the COVID-19 pandemic, puskesmas play an important role in prevention, detection and response in the prevention and control of COVID-19. Puskesmas must be able to manage and utilize their resources effectively and efficiently in an effort to break the chain of transmission of COVID-19 at the individual, family and community levels. Currently, efforts to break the chain of COVID-19 are a priority for the health sector. However, puskesmas cannot abandon other services that are the main function of puskesmas, namely carrying out first-level public health efforts (UKM) and individual health efforts (UKP) in order to meet minimum service standards for the community.

The success of puskesmas in providing health services to the community is strongly influenced by the arrangement and management of human resources (HR) to carry out the main activities of puskesmas. HR is not a passive machine and can be mastered and fully

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regulated in achieving the goals of a work unit, but a valuable asset that must be maintained properly. Human resources in the health sector must be given more attention and managed optimally and sustainably in order to have high motivation in increasing work productivity and be able to face various problems and solve them intelligently, well, and correctly.

Motivation is an important thing in work ing because with motivation, it is expected that every HR is willing and able to work hard and enthusiastically to achieve high work productivity and lead to the achievement of the goals of an organization (Umpung, 2020). Low employee motivation will have an impact on achieving the goals of the organization. Work motivation can be increased when there is continuity between personal goals and organizational goals. In addition, a leader also has an important role in the high and low motivation of employees. In an organization, especially government organizations, motivation is deliberately created to stimulate the morale of employees who work in the organization so that they can work as well as possible.

Some possible factors affect employee motivation including compensation, leadership, discipline, and work environment. Compensation has a very important role in increasing employee motivation. Based on research conducted by Anggrainy (2018), compensation has a positive and significant effect on employee work motivation. This is in line with the results of Hajjali's research (2021) which states that compensation has a positive and significant effect on employee work motivation. The leadership style applied by a superior in an organization can affect the high and low motivation of employees in carrying out their duties and obligations and will determine the success or failure of the organization to achieve the targets that have been set. Based on research conducted by Kurniawan (2021), leadership affects employee motivation. The results of this study are somewhat different from the results of Mukrodi's research (2018) which states that leadership has a negative but not significant effect on employee work motivation.

High work discipline reflects a person's sense of responsibility towards the tasks for which he is responsible. Work discipline has a positive and significant effect on work motivation based on the results of research by Anggrainy (2018) and Heriyanto (2018). This opinion is different from Suyanto's opinion (2018) which states that discipline does not affect employee work motivation.

Good environmental conditions can increase employee morale which may increase employee motivation. This is in accordance with the results of research from Ingsiyah (2019) and Pranitasari (2020) which states that the work environment has a positive effect on employee work motivation.

Puskesmas Tulung is one of the puskesmas in Klaten Regency located on Jl.Tulung Ngangkruk Km.1 Tulung and has an area directly adjacent to Boyolali Regency. Puskesmas Tulung is a Regional Public Service Agency (BLUD) formed by the Decree of the Regent of Klaten Number 12/261 of 2016 dated November 8, 2016. Puskesmas Tulung has 44 employees consisting of State Civil Apparatus (ASN) and non-ASN. All employees of Puskesmas Tulung are expected to have good work motivation so that they can improve the function of the organization as public servants.

In this COVID-19 pandemic, all employees of the Tulung Health Center are required to be able to provide health services to the community and carry out other work that requires more time, energy, and thought than previous conditions. The implementation of COVID-19 vaccination also requires sufficient human resources both in quantity and quality. The number of jobs and the limited number of human resources of the Tulung Puskesmas can have a bad impact on the puskesmas and the employees themselves if there is no work motivation from

each employee. The work motivation of Tulung Puskesmas employees is considered not optimal. This can be seen by the fact that there are still employees who delay work, do not carry out their duties optimally and there are still employees who are afraid of COVID-19 transmission.

Several problems at the Tulung Health Center in Klaten Regency related to compensation, leadership, discipline, and work environment may be the cause of decreased employee motivation. Based on the problems that exist in the Tulung Health Center and considering the importance of employee work motivation and the results of various previous studies on variables that affect employee work motivation, this study will reexamine the effect of compensation, leadership, discipline, and work environment on employee work motivation.

2. Methods

2.1. Model Development

2.1.1. The Effect of Compensation on Employee Motivation

Compensation is anything received by employees in return for services rendered to the organization. Anggrainy et al. (2018) explained that compensation has a positive and significant effect on employee work motivation. Other studies also show the same results, namely compensation has a positive and significant effect on employee motivation (Habdullah et al., 2020; Umpung et al., 2020; Hulu et al., 2021; Laras et al., 2021; and Hajali et al., 2021). From the results of these studies, the hypotheses formulated are:

H1: Compensation affects the work motivation of Tulung Health Center employees, Klaten Regency.

2.1.2. Influence of Leadership on Employee Motivation

Leadership is the ability of an individual to influence subordinates by using his power to achieve organizational goals. Afifah and Asnur (2021) explained that leadership has a positive effect on employee work motivation. Several other research results also show that leadership has a positive effect on employee motivation (Hulu et al., 2021; and Kurniawan, 2021). From the results of these studies, the hypotheses formulated are:

H2: Leadership affects the work motivation of Tulung Health Center employees, Klaten Regency.

2.1.3. The Effect of Discipline on Employee Motivation

Work discipline is an attitude of compliance with applicable regulations, both written and unwritten. Anggrainy et al. (2018) states that discipline has a positive and significant effect on employee work motivation. Another researcher, Hariyanto et al. (2018) found that discipline affects employee work motivation. Similarly, Suyanto (2018), also found the same thing that discipline affects employee work motivation. Based on the results of some of these studies, the hypothesis of this study was formulated:

H3: Discipline affects the work motivation of Tulung Health Center employees, Klaten Regency.

2.1.4. The Influence of the Work Environment on Employee Motivation

The work environment is the condition around the workplace both physically and non-physically that can affect a person in carrying out the tasks charged. Ingsiyah et al. (2019)

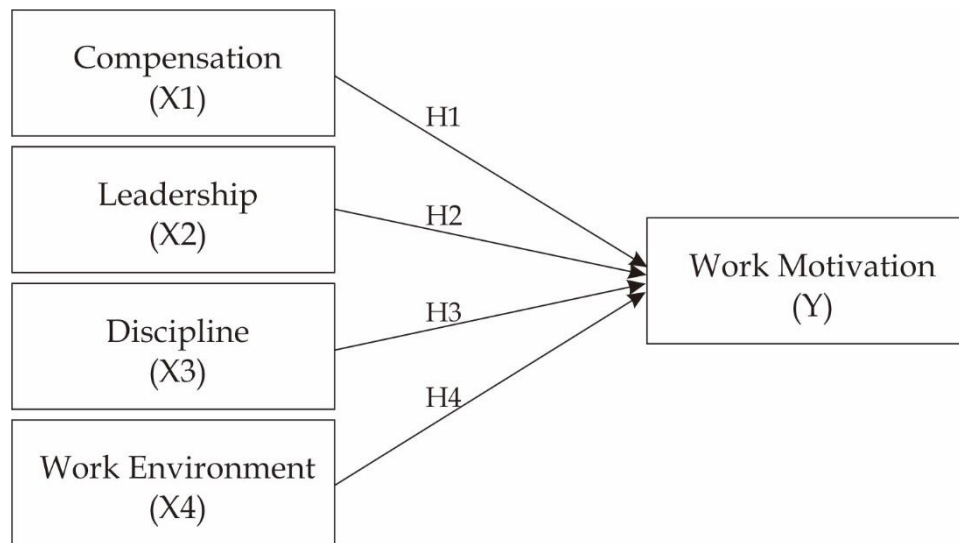


Figure 1. Research Conceptual Framework

explained that the work environment has a positive effect on employee work motivation. Other researchers also found that the work environment affects employee motivation (Purnama et al., 2020; Pranitasari and Saputri, 2020; Laras et al., 2021) Based on the results of several studies, this research hypothesis was formulated:

H4: The work environment affects the work motivation of Tulung Health Center employees, Klaten Regency.

2.2. Research Method

This study used quantitative research method. The quantitative data of this study is in the form of respondents' opinions in questionnaires. The location chosen as the research site is the Tulung Health Center, Klaten Regency. The time required for this study is adjusted to the achievement of data and information needed by researchers and is estimated to be 6 (six) months.

2.3. Sampling

The population in this study is all employees of the Tulung Health Center, Klaten Regency, both ASN and Non-ASN status, totaling 44 people. The sample in this study was 44 employees of the Tulung Health Center, Klaten Regency. In this sampling technique, researchers use non-probability sampling techniques with saturated sampling techniques.

2.4. Data Analysis

In this study using multiple linear regression analysis tools. Multiple linear regression aims to estimate the magnitude of the regression coefficient and show the magnitude of the influence of several independent variables on the dependent variable. The formula of multiple linear regression analysis is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Information:

Y = Employee motivation

a = constant number

b = regression coefficient

X1 = Compensation

X2 = Leadership

X3 = Discipline

X4 = Work Environment

e = error

3. Result

Result of multiple linear regression showed in Table 1, Table 2, and Table 3.

4. Discussion

4.1. The Effect of Compensation on Employee Motivation

Based on the test results as presented in table IV.9, it is known that compensation affects the work motivation of Tulung Health Center employees, Klaten Regency. From these results, it shows that the provision of compensation can encourage the Tulung Health Center to increase employee work motivation. The results of this study are in line with previous research conducted by Anggrainy et al. (2018) which shows that work facilities, work discipline, and compensation have a positive and significant effect on employee work motivation and research by Habdullah et al. (2020) which resulted in the conclusion that compensation and agency culture affect employee work motivation.

Table 1. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Description
	B	Std. Error	Beta			
1 (Constant)	14,838	3,908		3,797	0,000	
Compensation	0,269	0,123	0,263	2,185	0,035	Accepted
Leadership	0,284	0,110	0,418	2,580	0,014	Accepted
Discipline	-0,404	0,141	-0,391	-2,869	0,007	Accepted
Milieu	0,147	0,071	0,319	2,060	0,046	Accepted

Tabel 2. Model Feasibility Test Results

Model	F _{hitung}	F _{tabel}	Sig.	Description
Regression	9,598	2,612	0,000	Decent Model

Table 3. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,704	0,496	0,444	1,188

This research was carried out at the Tulung Health Center which directly carried out health service activities for the community. In addition to the main main duties as service providers, several Tulung Puskesmas employees are given additional duties such as treasurers, service procurement officials, program holders, and so on. Employees who receive additional duties are compensated for the additional work they are responsible for. Providing compensation can increase employee motivation. This means that the greater the compensation given, the more employee motivation increases.

4.2. The Influence of Leadership on Employee Motivation

Based on the test results as presented in Table 1 shows that leadership affects the work motivation of Tulung Health Center employees, Klaten Regency. The results of this study are in line with previous research conducted by Afifah and Asnur (2021) which showed that leadership style has a positive effect on employee work motivation and research by Hulu et al. (2021) which resulted in the conclusion that leadership and compensation have a positive and significant effect on employee work motivation.

The results of this study show that good leadership can encourage Tulung Health Center to increase employee motivation. Puskesmas Tulung always tries to improve leadership quality so that employee motivation also increases.

4.3. The Effect of Discipline on Employee Motivation

Based on the test results as presented in table IV.9 shows that discipline negatively affects the work motivation of Tulung Health Center employees, Klaten Regency. From these results, it shows that the application of discipline can reduce the work motivation of Tulung Puskesmas employees. The results of this study are in line with previous research conducted by Heriyanto et al. (2018) whose results showed that competence and discipline affect employee motivation and Anggrainy et al. research. (2018) which shows that work facilities, work discipline, and compensation have a positive and significant effect on employee motivation.

This research was conducted after Covid-19 began to subside where discipline, especially in terms of work, began to be reapplied after several years of being eliminated. During the Covid-19 pandemic, attendance uses manual attendance because attendance with machines (finger prints) has the opportunity to spread the Covid-19 virus. During manual attendance, employees lack discipline in terms of working hours both attendance and return hours. After the machine attendance is reapplied, employees who are familiar and comfortable with manual attendance must get used to being more disciplined. This causes employee motivation to drop somewhat because they have to start discipline again. In addition, the presence of using machines only applies to employees who have the status of ASN (State Civil Apparatus). It may also be the cause of decreased work motivation.

4.4. The Influence of the Work Environment on Employee Motivation

Based on the test results as presented in table IV.9 shows that the work environment affects the work motivation of Tulung Health Center employees, Klaten Regency. From these results, it shows that a comfortable work environment can encourage Tulung Health Center to increase employee work motivation. The results of this study are in line with previous research conducted by Ingsiyah et al. (2019) and Purnama et al. (2020) whose results showed that the work environment had a positive effect on employee work motivation.

5. Conclusion

The results showed that (1) compensation has a significant effect on work motivation, (2) leadership has a significant effect on work motivation, (3) discipline has a negative effect on work motivation, and (4) work environment has an effect on employee motivation. Meanwhile, simultaneously, compensation, leadership, discipline, and work environment have a significant effect on employee motivation at the Tulung Health Center, Klaten Regency. Suggestions from this study, Tulung Health Center, Klaten Regency, to continue to improve compensation, leadership, discipline, and the existing work environment, so that it will also increase employee motivation and become better than before.

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