

The Analysis of Relationship Between Work Life Quality and Work Motivation of Non-Medical Employees in Regional General Hospital

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Abstract:

The purpose of this study is to identify the aspects of non-medical workers' work motivation that are related to their quality of work life. This study is quantitative and cross-sectional in nature. 74 non-medical staff made up the study's sample. Random proportional sampling was used for sampling. According to the findings of the research, there are 20 non-medical employees with low work motivation (27.0%), and there are 54 employees with high work motivation (73.0%). The availability of facilities, communication, career advancement, problem-solving skills, a sense of job stability, pride in one's workplace, job restructuring, and the environment all contribute to one's ability to stay motivated at work.

Keywords: work motivation, non-medical employees, work environment, quality of work life components.

INTRODUCTION

A hospital is a crucial component of a health system since it offers a variety of medical services. A hospital is a health service organization that offers comprehensive personal health services, including inpatient, outpatient, and emergency services, according to Permenkes No. 56 of 2014. A crucial component of the healthcare system

are hospitals. The hospital's role is to offer comprehensive medical treatment, including promotion, preventive, curative care, and rehabilitative care. The hospital consists of medical and non-medical employees who are tasked with providing quality health services to the community. Medical and non-medical employees need arrangements, education, training, quality work life development, and the distribution of compensation to generate their work motivation. In 2012, the number of hospitals in Indonesia was 2,083. In 2013, the number of hospitals increased to 2,228. In 2014, there were 865 government-owned hospitals and 739 privately owned hospitals (Ministry of Health, 2014). The data shows that the growth rate of hospitals at that time was relatively high. The competition has increased as the number of hospitals has grown year over year. Hospitals must be able to compete to provide communities with higher-quality services. One of the elements that influence the success of hospital efforts to improve service quality is human resources (Arikunto, 2006).

The primary assets of an organization are its human resources, who also play a strategic role by acting as thinkers, planners, and controllers of organizational activities. One of the things managers must do in order to help the organization reach its goals is to motivate employees in a way that fosters a passion and enthusiasm for their work, boosts morale and satisfaction, boosts productivity, maintains employee loyalty and stability, fosters increased discipline, and lowers absenteeism. Because every employee has unique requirements and aspirations, work motivation is a challenging issue in firms. To live a good and humane life, employers must fulfill the needs and desires of their employees. As a result, HR must be appropriately managed using an HR management strategy. The maintenance role is one of the crucial aspects of human resource management. How to establish working conditions that encourage people to stay loyal to the business is the focus of the maintenance function (Cascio, 2003).

In previous research found that non-medical employees at Fatmawati General Hospital had good work motivation, which was 85%. In another previous research found that non-medical employees at Fatmawati General Hospital had good work motivation, which was 85%. In another previous research in the HR Section of Fatmawati Hospital, it was found that employees who had good work motivation were 56.5% of the workforce and employees who had low work motivation were 43.5%. In a prior study conducted at a private hospital, it was discovered that 48.2% of nurses had high work motivation and 51.8% of nurses had poor motivation. Based on past study, it can be demonstrated that non-medical personnel are more motivated to work than nurses are.

Businesses must foster an environment at work where people feel connected to the business, involved in decision-making, secure in their surroundings, engaged with coworkers and superiors, advancing their careers, and taking pride in their job (Yasa, 2007). A decent quality of working life will result from an environment like this. A positive work environment can improve staff productivity and work motivation, which will help the organization meet its objectives (Tannady, 2018). It will be challenging for businesses that pay little attention to quality of life issues to recruit or retain employees who fit their needs. It may even be challenging to improve the performance of current employees. Also, businesses that do not prioritize quality of life issues will experience high levels of employee turnover as a result of workers' preference to work elsewhere or for organizations that prioritize better quality of life issues (Dessler, 2006).

Another study from 2010 that looked at the connection between the Quality of Work Life Component and the Work Motivation of Non-Medical Employees at One Private Hospital found that the Quality of Work Life Component had a significant relationship with work motivation, specifically with regard to communication, a sense of job security, a safe working environment, and institutional pride. In a previous study conducted in 2011 on the relationship between the Quality of Work Life Component and the Work Motivation of Implementing Nurses at the Haji Jakarta Hospital, it was discovered that the Quality of Work Life component had a significant relationship with work motivation. These factors included the availability of facilities, a sense of security in one's job, communication, career development, and problem-solving skills (Gunawan et al., 2020).

LITERATURE REVIEW

Work Motivation

Workplace motivation is the art of getting people to want to work harder so that the needs of the business and those of the employees may be met (Sutagana et al., 2022). Work motivation, on the other hand, is the availability of a motivating factor that fosters the joy of one's work, making them desire to collaborate, perform

efficiently, and combine all of their efforts to reach satisfaction. (Sinha, 2012). Work motivation is intended to increase employee morale and job satisfaction, employee productivity, employee stability, employee discipline, employee procurement effectiveness, employee efficiency in the use of tools and raw materials, employee sense of responsibility towards their work, employee welfare, foster positive working relationships, and increase employee welfare. Consequently, employee performance will be boosted by motivation (Maryam, 2012).

Quality of Work Life

The ability to meet one's basic requirements while working for an organization is referred to as having a high quality of work life, and this is dependent on each employee receiving fair and supportive treatment as well as opportunities to value oneself (Tannady et al., 2020). The quality of working life is a comprehensive program that includes many needs and desires. When employees get increased rewards and fulfillment of their needs, individuals will feel more inspired to boost their level of excitement for their task. As a result, employee expectations align with organizational objectives. The term "quality of work life" refers to how employees feel their needs are met during their time working for a firm. In order to manage outstanding human resources, have maximum work productivity, and have these employees experience personal fulfillment from meeting their requirements, the objective of quality of work life can be connected with HRM function (Rivai, 2005).

METHODOLOGY

Quantitative research using a cross-sectional design is the method used. The population of this study consisted of all permanent and active non-medical personnel, or up to 247 employees. The Slovin formula was used to determine how many samples were needed for this study. A questionnaire served as the main technique for collecting data in this study. A Likert scale was used to gauge responses to this questionnaire, with 1 denoting significant disagreement, 2 disagreement, 3 agreement, and 4 agreement. Hospital profiles, staffing statistics, attendance data, employee identities, and employee turnover were used to gather secondary data. Both univariate and bivariate analyses were employed in the data analysis for this investigation. Using SPSS software, the acquired data were examined and subsequently interpreted.

CASE STUDIES

According to the study's findings, 20 (27.0%) of the 74 non-medical workers exhibited low job motivation. Because every employee has unique requirements and aspirations, work motivation is a challenging issue in firms. In order to stimulate passion and excitement for work, raise morale and satisfaction, increase productivity, preserve employee loyalty and stability, improve discipline, and lower employee absenteeism, management must pay attention to the work motivation of its employees. It is known that the hospital has started implementing quality of work life for its employees based on interviews with the head of staffing there. This is demonstrated by the programs that exist to enhance the quality of work life for employees, such as places to work, health insurance, workplace security guarantees, compensation, and pension guarantees for long-term employees. Implementing a high-quality work environment will boost motivation and job satisfaction, which will increase dedication to the task and lower absenteeism and staff turnover.

But in reality, the turnover rate in hospitals has not decreased. This is due to the lack of maximal implementation of programs to improve the quality of work life, which causes dissatisfaction with employees whose work life causes employee dissatisfaction, which can affect their motivation to survive. Based on interviews with the head of personnel, information was obtained regarding employee complaints, including the existence of employee burnout due to the absence of job rotation. In addition, employees also complain about the difficulty of getting a promotion, even though they have shown good performance.

Some employees feel that the work support facilities provided are good. Some employees still feel that the counseling facilities provided by the HR Department are not good. This is because the existing counseling facilities have not been able to provide comfort to employees, so they still feel awkward when expressing their problems.

Therefore, it is necessary to have a counselor who is able to foster comfort for employees when conveying their problems and directing employees to get the best solution for the problems being faced by employees. In addition, employees also feel that the organized recreation program is still not good. The hospital usually holds a recreation program once a year. Recreational activities aim to strengthen friendship and increase the atmosphere of togetherness between employees and their families. In addition, recreation also aims to eliminate work boredom so as to increase employee motivation and performance. However, this recreation program has not been fully implemented because sometimes, due to workload, no recreation is held for an entire year.

Some employees feel that the occupational safety and health facilities are good. This can be seen by the implementation of Occupational Health and Safety (K3) management in each work unit and by equipping those units with K3 facilities in the form of PPE, warning signs, and fire extinguishers. With the implementation of K3 management and complete K3 facilities, of course, employees feel that they are guaranteed safety while working. The existence of Occupational Health and Safety guarantees is expected to make employees feel calm at work, or at least that the risks of their work are respected and protected so as to increase the employee's work motivation without fear of exposure to danger. Some employees feel that the leadership is open to ideas or suggestions given by employees in carrying out work. Some employees feel that making decisions according to the approval of the majority of employees is not good. In addition, the leadership has not given clear directions to employees before they carry out their duties. So that employees do not understand the instructions given by the leadership and can result in the execution of tasks not running optimally. In addition, the leadership generalizes the comprehension abilities of employees who have heterogeneity in their intelligence, and employees feel reluctant to ask questions about things that are not well understood. This causes information about tasks in the hospital not to be received clearly so that feedback does not work properly, and as a result, the work cannot be completed properly due to a lack of work motivation and no good communication for leaders and subordinates, causing missed communication between leaders and employees. subordinates and the level of discipline in the implementation of duties and authority. In this study, the balanced compensation component has no significant relationship with work motivation.

Some employees feel that the reward and sanction system is not good. This is due to the absence of awards in the form of commendations, letters of appreciation, medals, and prizes for employees who have good performance and achievements. In addition, some employees feel that the imposition of sanctions is not appropriate; this is because the sanctions given to employees are still only verbal. Some employees feel that information that needs to be shared has been communicated properly. In addition, some employees feel that the exchange of information among colleagues moves quickly. Some other employees also feel that the exchange of information between work units is going well. However, some employees still feel that the leadership has not conveyed information to employees quickly. In addition, some employees also feel that regular meetings with leaders have not been able to increase their work motivation. This shows that the communication between leaders and subordinates is not good.

Some employees feel that they have been given the opportunity to take initiative in completing tasks according to existing standards. In addition, employees also feel that they have been given the opportunity to develop themselves through training to improve their knowledge and skills. Some employees feel that the leadership always gives time and helps when there is a conflict between employees. In addition, employees also feel that if there is a conflict within the work unit, it is resolved by a joint decision. The role of the leader as a conflict mediator is felt by employees to be being able to find a solution that satisfies both parties and be able to eliminate tension and negative feelings that arise from someone. However, there are some employees who feel that the hospital management has not been able to solve the problems that occur. This is because there are still parties who are not satisfied with the resolution of the problems that have been done. Problem solving is constructive, namely putting more emphasis on current problems (not past problems), sharing feelings (positive and negative), sharing information openly, admitting mistakes, and looking for similarities in differences.

Some employees feel that they are happy and fit to carry out their work so far. In addition, employees also feel that they are always enthusiastic about carrying out their duties. This is because employees are always given the freedom to carry out their duties in their own way. However, some employees feel that the continuity of their work is not guaranteed. In addition, some employees feel that their employment status is unclear and that the pension program is not good enough. Some employees feel proud and feel they belong. In addition, employees also feel guilty if they violate applicable regulations. However, some employees feel that they do not want to spend their careers at this

hospital. This can happen because employees still want to get a better job outside. Some employees feel that the hospital has implemented a teamwork system, and this teamwork system can help in completing work. Working groups can improve cooperation and communication within and between work units in the hospital. Usually the work group consists of employees with different expertise so that it can be used as a force in achieving the desired goals. However, some employees feel that superiors have not created a diversity of tasks, so monotony still occurs. This can reduce employee motivation because of the saturation of their work.

Some employees feel that the cleanliness of the work space is good. In addition, employees also feel that their working conditions are good. This can be seen by the cleanliness of the work space, odorless restrooms, sufficient lighting in the work space, and adequate air exchange, namely in the form of air ventilation. However, some employees feel that there is still noise disturbing their work space, which can disrupt their work. Noise usually comes from equipment in the hospital, such as exhaust pipes, linen equipment, etc. Noise can disturb concentration at work; continuous noise also allows the emergence of employee work boredom. In addition, some employees feel that their work space does not yet have an aesthetic factor that can generate enthusiasm and job satisfaction. Therefore, in the work space, it is necessary to add beauty factors, such as music and plants, that can decorate the work space.

CONCLUSION

The findings of the study lead to the following conclusions: The majority of non-medical workers (73.9%) are very motivated at work. Non-medical workers gave high marks to all aspects of quality of work life, including accessibility to facilities, a safe working environment, employee involvement, equitable pay, communication, career development, problem solving, a sense of job security, pride in organizations, job restructuring, and a work environment. The workplace motivation of non-medical personnel is correlated with the amenities offered. In non-medical employees, there is a connection between communication and work motivation. For non-medical workers, there is a connection between professional advancement and workplace motivation. Solving problems and non-medical workers' motivation to work are related. The motivation of non-medical personnel is correlated with their sense of security at work. The desire of non-medical staff to work hard is correlated with institutional pride. There is a connection between work restructuring and non-medical employees' motivation. The motivation of non-medical workers is correlated with their work environment.

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