



The Effect of COVID-19 Incentives on Nurses' Work Motivation in the Emergency Department of Bandung City Regional General Hospital

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Abstract. Considering the critical role of health workers in handling COVID-19 cases, the Ministry of Health of The Republic of Indonesia provides monetary rewards in COVID-19 incentives for health service providers, including nurses who interact directly with COVID-19 patients. The incentives are expected to increase employee motivation during the unprecedented period caused by the pandemic. Bandung City Regional General Hospital is one of the COVID-19 referral hospitals in West Java, which also experienced the catastrophic impact caused by the spike in COVID-19 cases.

This study aims to analyze the effect of COVID-19 incentives on nurses' work motivation in the Emergency Department (ED) of Bandung City Regional General Hospital. This research used a quantitative analytic design with a cross-sectional study. First, the research was conducted by filling out questionnaires by all ED nurses (30 respondents) at Bandung City Regional General Hospital. Then, hypothesis analysis was done by simple linear regression analysis with the SPSS 25 software program.

The results showed a positive influence of COVID-19 incentives on nurses' work motivation in the Emergency Department of Bandung City Regional General Hospital. However, further research is needed with a larger sample, better research methods, and more diverse variables to determine other factors influencing nurses' work motivation.

Keywords: COVID-19 incentives · hospital · nurses · work motivation

1 Introduction

The Ministry of Health of the Republic of Indonesia has continued working in dealing with the COVID-19 pandemic, which has been going on since early January 2020. Throughout 2021, two spikes in COVID-19 cases increased the workload of health workers as the frontline in hospitals who must provide quality health services with limited resources during the COVID-19 pandemic [1].

As a referral government hospital for handling COVID-19 cases in Bandung, West Java, Indonesia, Bandung City Regional General Hospital consistently provides

professional health services for patients infected with COVID-19 through the emergency department (ED). However, health workers in the ED can also experience heavy workloads during the COVID-19 pandemic [2].

At Bandung City Regional General Hospital, the high workload of health workers can be seen with the spike of COVID-19 cases in October-November 2020 and June-July 2021. A total of 1,607 patients with COVID-19 were treated with limited resources from January 2021 until March 2022 by Bandung City Regional General Hospital. Due to the high number of COVID-19 cases, both patients and health workers, and limited resources for handling the COVID-19 patients, Bandung City Regional General Hospital once closed the emergency department service in early July 2021.

In addition to a heavy workload, health workers in hospitals are at a high risk of being exposed to COVID-19 [3]. For example, at Bandung City Regional General Hospital, there were 465 health workers exposed to COVID-19 from March 2020 until March 2022. Consequently, the health workers exposed to COVID-19 will increase the workload for other healthy health workers because they must replace the shifts of the health workers who must undergo self-isolations. Therefore, available medical staffs are insufficient to deal with the increasing healthcare demands caused by the pandemic [4].

The government cannot ignore the needs of health workers, the risks, and the heavy workload of health workers in carrying out health services during the COVID-19 pandemic. Through the Decree of the Minister of Health of the Republic of Indonesia No. HK 01.07/Menkes/278/2020, the government provides monetary incentives and death compensation for health workers who directly handle COVID-19 patients in Indonesia. However, the distribution of the incentives in 2020 experienced several problems, including delays in distribution. The Indonesian Ministry of Health stated arrears of health worker incentives in 2020 amounting to Rp. 1,480,000,625,775 completed in 2021, and until August 2021, there were 0.7% of arrears that would still be settled.

One of the theories about work motivation was proposed by Victor Vroom (1964), which stated that people will be motivated if they believe that vigorous effort will result in a good performance and lead to desired rewards. In this theory, a person's motivation depends on three values which are expectancy, valence, and instrumentality. Expectancy is a person's belief that the effort he is making will result in achieving a particular performance. Instrumentality is a person's belief that the manager or company will keep his promise in providing the promised award after achieving a performance. Valence is a person's value related to the reward to satisfy himself or his personal goals [5]. This theory also applies to nurses in hospitals [6].

According to Mathis [5], incentives are a form of tangible rewards given directly to the workers and designed to increase employee motivation for two reasons: some employees contribute more to the company, and some employees work better than others [5]. In this study, individual incentives referred to the monetary incentives provided by the government to nurses during the COVID-19 pandemic in Indonesia.

A previous study by Nurgahayu et al. [7] showed that there was no relationship between the incentives and the motivation of health workers in providing services. This research was contrary to the research conducted by Culafic et al. [8] regarding state incentives and sustainable motivation systems in the health sector during the COVID-19 pandemic which incentives (bonuses) had an impact on motivation.



Fig. 1. Conceptual Research Framework

Compensation had a significant positive effect on employee work motivation, which could be a driving force in increasing productivity and achieving organizational goals [9]. Companies that dare to make policies to provide job security by meeting employees' basic needs with salaries are considered to maintain positive motivation for their employees, especially during the COVID-19 pandemic [10]. The framework for the effect of incentives on motivation can be seen in Fig. 1.

This study focused on the effect of COVID-19 incentives on the work motivation of ED nurses at Bandung City Regional General Hospital. This research is beneficial for hospital stakeholders, both directors, nursing, and especially the human resources (HR) manager, whose task is to increase the motivation of nurses in carrying out their duties and achieve excellent performance in healthcare organizations, especially during the unprecedented period such as COVID-19 pandemic.

2 Methods

This study used quantitative analytical research with a cross-sectional design. The research used a total sampling method, so the questionnaires were filled out by all ED nurses (30 respondents) at Bandung City Regional General Hospital. This research was conducted from March 28, 2022, until April 15, 2022. Data were taken through a questionnaire survey with ordinal data using the Likert scale ranging from 1 to 4. The data obtained were then converted into numeric data and tested for classical assumptions using SPSS 25. Furthermore, an individual significance test (F statistic test) was conducted and the influence of the two variables was analyzed using a simple linear regression analysis technique. The linear regression equation is as follows:

$$Y = a + bX \quad (1)$$

Y: dependent variable (work motivation).

a: constant.

b: independent variable (COVID-19 incentive).

3 Results and Discussions

Socio-demographic characteristics such as gender, age, latest educational backgrounds, and experiences at work in this research can be seen in Table 1.

All research questionnaire questions have met the validity test. The reliability test using Cronbach Alpha showed the result of $0.882 > 0.600$, so the data could be analyzed further.

Table 1. Demographic Background

Demographic factors	Category	Results
Gender	Female	50%
	Male	50%
Age	21–30 years old	26.7%
	31–40 years old	66.7%
	Over 40 years old	6.6%
Latest Educational Background	D3 graduate	56.7%
	D4/S1 graduate	43.3%
	S2 graduate	0%
Experiences at Work	1–3 years	16.7%
	4–6 years	23.3%
	7–9 years	30%
	More than 9 years	30%

The normality test used is Shapiro Wilk and Kolmogorov-Smirnov. Shapiro Wilk is used in research with several respondents under 50, while Kolmogorov-Smirnov can test research with data from 20–1000 respondents. The results of the normality test of Shapiro Wilk and Kolmogorov-Smirnov in this study showed a significant level above 0.05 so that the data obtained were normally distributed.

The homogeneity test of this study used Levine's test with results showing that both the independent variable and the dependent variable had good homogeneity with a significance level above 0.05.

The results of the linearity test show that there is linearity between the independent variable and the dependent variable. This can be seen from the significance level of deviation from linearity which is $0.174 > 0.005$.

The results of the heteroscedasticity test can be seen in Fig. 2. The visible scatter plot shows scattered points without a clear pattern. This shows that there is no heteroscedasticity in the data of this study.

The results of the non-autocorrelation test using the Durbin-Watson test in this study obtained a value of 2.357, which number is between $1.489 < 2.357 < 2.511$ (4–1.489), so this study shows no autocorrelation.

This research has met the classical assumption test which are normality, homogeneity, linearity, no heteroscedasticity, and non-autocorrelation so it could proceed to the hypothesis testing. In measuring the research hypothesis, an analysis of the beta coefficients, R Square, and adjusted R Square is used, as shown in Table 2. Through Table 2, it can be concluded that there is an effect of providing COVID-19 incentives on the work motivation of ED nurses at Bandung City Regional General Hospital by 46.5%. There are 53.5% of the influence from other variables not included in this study.

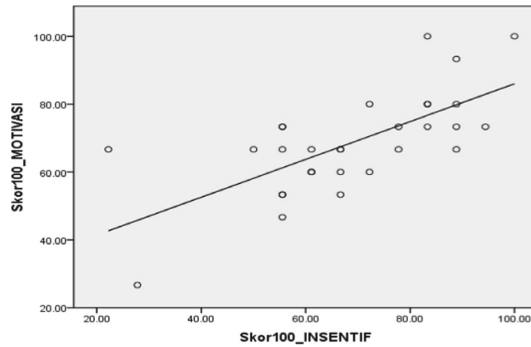


Fig. 2. The relationship between incentive scores and motivation scores

Table 2. Hypothesis Testing Model

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
	.682	.465	.446	11.14849	2.357

Table 3 shows that the COVID-19 incentive variable has a significant effect on the work motivation of the emergency department nurses at Bandung City Regional General Hospital with a significance level of $0.000 < 0.05$.

Through Table 4, the results of the simple linear regression equation from this study are as follows:

$$Y = 30.271 + 0.557 X \tag{2}$$

The meaning of the equation is as follows:

- a. The constant of motivation is 30.271, meaning that if the incentive value is 0 then the motivation will be worth 30.271.
- b. The regression coefficient of the X variable is 0.557, meaning that for every addition of 1 X (incentive), the motivation value will increase by 0.557. It also shows that the direction of the influence of incentives on motivation is positive.

Based on the research's results, there is a significant influence of providing COVID-19 incentives on the work motivation of ED nurses at Bandung City Regional General

Table 3. Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3022.132	1	3022.132	24.315	.000
	Residual	3480.090	28	124.289		
	Total	6502.222	29			

Table 4. Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std Error	Beta		
(constant)	30.271	8.048		3.761	0.001
Incentive (X)	.557	.113	.682	4.931	0.000

Hospital and a positive direction of the influence of COVID-19 incentives on nurses' work motivation. These results align with a study by Culafic et al., 2021 [12]. The results are also in line with research by Andri et al. [11] at Makassar General Hospital Labuang Baji on 154 nurses, which found that motivation was significantly influenced by leadership and incentives. Likewise, these results align with Rositoh's (2021) research on the effect of providing COVID-19 incentives on the work motivation of health workers in a hospital that shows a significant positive relationship between COVID-19 incentives on the work motivation of work health workers [12].

4 Conclusions

The results of this research showed a positive influence of COVID-19 incentives on the work motivation of ED nurses at Bandung City Regional General Hospital. Furthermore, incentives were also considered to improve employee performance as the employer expects [13]. Therefore, incentives for emergency department nurses at Bandung City Regional General Hospital during the COVID-19 pandemic were expected to increase work motivation and eventually improve work performance.

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