

Analysis of Compensation, Work Motivation and Work Discipline on the Morale of Health Workers at the RSUD Prof. Dr. M.A Hanafiah SM Batusangkar

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ABSTRACT

The new disease that has attacked the world is called COVID-19. This disease attacks all aspects of life, be it health, economy, social and politics. This causes the morale of health workers to decrease due to many factors including: low compensation while the risks faced are high, so that health workers lack motivation and also the level of work discipline. The purpose of this study was to analyze the effect of compensation and morale, motivation and morale, work discipline and morale, as well as the effect of compensation, work motivation and work discipline on morale and formulate scenario planning that can be applied at the Prof. DR.M. A Hanafiah SM Batusangkar Hospital. The method used is non-probability sampling with purposive sampling technique. The analysis method uses SEM-PLS and scenario planning. The location of this research at Prof DR M.A Hanafiah Batusangkar Hospital was conducted from September to December 2023. The population was 450 health workers, while the number of samples in this study was 244 health workers. The results in this study found that compensation had an effect on morale, work motivation had an effect on morale, work discipline had an effect on morale and compensation, work motivation and work discipline had an effect

on morale and the scenario that could be applied was scenario IV (four).

Keywords: Compensation, Hospital, Work Discipline, Work Motivation, Work Morale

INTRODUCTION

The World Health Organization (WHO) stated that a new disease called Covid-19 has now attacked the world globally. The first case of Covid-19 was found in Wuhan, China in December 2019 and has spread to 210 countries. The pandemic has presented difficulties for national security strategies and regional security frameworks, affecting multiple areas including the economy, tourism, agriculture, education, and defense (Pande & Udayanie, 2023)(Joseph, 2022). In Indonesia itself, the first case of covid-19 entry was confirmed on March 2, 2020 and on April 10, 2020 the spread had spread to almost 34 provinces in Indonesia.

The Indonesian government has also issued a policy by imposing large-scale social restrictions (PSBB) which are regulated in Government Regulation Number 21 of 2020. This restriction applies in almost all major cities in Indonesia, with the main objective of overcoming the increasing transmission of Covid-19 by setting restrictions on the social activities of the community by prohibiting travel. This restriction aims to reduce the risk of transmission to health facilities. And on

March 21, 2023, through Presidential Decree Number 17 of 2023, President Jokowi officially revoked the status of the Covid-19 pandemic in Indonesia, with the revocation of these rules, Indonesia will enter the Endemic period. The decision was taken in line with the revocation of the public health emergency of international concern (PHEIC) status for Covid-19 by the World Health Organization or WHO. Entering the endemic period, people still have to be careful about the threat of future dangers that cannot be predicted.

The damage caused by Covid-19 to all sectors is due to the uncertainty and great risk that will occur afterwards. The country's current focus is on handling Covid-19 and implementing new reforms to the national health system by 2024. According to (Mohammadpour et al., 2023) To improve the resilience of health systems, it is crucial to bolster electronic health infrastructure, encourage evidence-driven decision-making, secure dedicated funding for pandemics, prevent interruptions in service delivery, empower healthcare personnel, reform educational methodologies, and draw lessons from overlooked areas.. In order to improve the performance of health workers in hospitals, it is necessary to pay attention to internal and external factors, where internal factors include ability, commitment, attitude, discipline, interest, work enthusiasm, organizational culture, motivation, intelligence and personality and from external factors including: incentives or salaries, facilities and infrastructure, commitment, compensation, organizational climate, work atmosphere and environment and leadership style. As well as the need for a new strategy for handling more effectively and quickly related to a case that happened and that will come in the future.

Regional General Hospital Prof. DR. M, A Hanafiah SM Batusangkar is the only regional general hospital in Tanah Datar that has been classified as type "C" hospital that accepts referral patients for Tanah Datar and surrounding areas. As a regional public

hospital, it has provided complete and adequate facilities for infants to elderly patients with various health problems, supported by sophisticated and modern facilities. Regional public hospitals are tasked with carrying out the function of public service in the health sector. The government's involvement in preparing facilities and infrastructure so that services are getting better and synergistically supported by human resources for health workers who continue to improve their quality and quantity in order to create maximum service. Regional public hospitals continue to make improvements and try to accept criticism and suggestions from the community to continue to develop coupled with the BLUD status of regional public service agencies) significantly boosts credibility, income, patient satisfaction and community welfare. With the challenges that will occur in the future, the hospital continues to improve and compete in a healthy and professional manner (Putra, 2022).

According to (Kusuma, 2016), health workers can be said to have high morale, so they will do their work more actively and everyone has pleasure in their work and if health workers are not enthusiastic about their work and are lazy. then it can be said that these health workers do not have work enthusiasm. Work spirit is often underestimated by leaders in the company. work spirit aims to describe the extent to which employees have passion in carrying out their duties and responsibilities in a company. Someone who works is expected to have optimal work enthusiasm in order to get satisfactory work results. Work enthusiasm can also describe the emotional reaction of a worker and the mental reaction that arises when someone starts a job, so that enthusiasm arises and produces seriousness in work until the job is completed. This is in line with the previous opinion put forward by (Purwanto, 2005) which suggests that the indicators of morale consist of 1) a high sense of kinship, 2) loyalty, 3) enthusiasm, 4) trustworthiness or

honesty and 5) one's ability to work. As well as the many factors that influence the morale of employees in doing their work, this is in line with the opinion expressed by (Nabawi, 1990) with the factors that influence morale, namely 1) interest and concern for work beliefs, 2) unsatisfactory wages or salaries, 3) social status classified by position, purpose and dedication, 4) a comfortable atmosphere in the work environment, 5) relationships among health workers and 6) supervision by the leadership. According to the results of the author's temporary observations, one of the causes is that the morale of health workers in the hospital is still low, this is characterized by a lack of concern from health workers for their patients. According to Law Number 36 of 2009 concerning Health, it has been explained that hospitals must now prioritize patient safety above other interests. So that hospitals have an obligation to ensure patient safety without any reason so that it will not cause material losses but can also be a life threat to patients. Fair compensation is crucial for sustaining health workers during and beyond the pandemic. It not only acknowledges their dedication and sacrifices but also enhances their overall welfare and job satisfaction. By addressing compensation concerns, we can alleviate the pandemic's adverse effects on health workers' mental health and reduce burnout. (Lee et al., 2023).

Compensation is all income that can be in the form of money, goods either directly or indirectly that can be received by employees as a form of reward for services that have been issued to the company. According to (Jufrizen, 2018) the compensation program really describes the efforts in a company to be able to continue to maintain its human resources, because everyone has a goal to benefit from the benefits of the work done. Providing compensation to employees must pay attention to every employee's needs, if the needs are met then the work spirit will be created and also health workers must pay attention to every regulation and factor that

will affect how much or how little compensation will be given, for example, the capabilities of the company, as well as the level of wages in a company and the cost of living for each employee (Hita et al., 2021). With consideration of providing proper compensation, the morale of health workers will automatically be created. Providing compensation is a benchmark for someone who works to increase his work enthusiasm, this is in line with research conducted by (Dhermawan et al., 2012). Compensation on performance shows a positive and significant effect on employee morale.

The amount of UMP in West Sumatra in 2023 increased by 9.15% with a total of Rp. 2.74 million and for the UMR in Tanah Datar district itself in 2022 also experienced an increase of 5.11% with a total of Rp. 2.54 million, where the UMR recipients in each region differ in nominal value, some are based on the same UMP as the UMR and there are also regions that set their own UMR based on the standards of the wage system that have been determined by their respective regions, but in general they still rely on the amount of compensation received as much as possible between UMP and UMR. At RSUD Prof. DR. M.A Hanafiah SM Batusangkar as a government hospital with BLUD status, the source of income from the hospital is 3 sources of income, namely 1) general service revenue 2) cooperation revenue and 3) other legitimate BLUD revenues.

The study reinforces the notion that compensation is a significant factor in influencing work motivation. It suggests that the level of compensation received by employees can directly affect their motivation, influencing their morale and enthusiasm for work. The research underscores how crucial compensation is in stimulating work motivation, which ultimately plays a pivotal role in shaping employee performance by (Nalim et al., 2020). which says that weak compensation will make employees less productive and eager to do a job. In other cases.

compensation has a very close relationship with morale, because the ups and downs of an employee's spirit can be influenced by how little or how much compensation the employee gets (Putu et al. 2019). In addition, according to (Parisuda and Mujiati 2019), compensation that is appropriate and acceptable will increase motivation for every health worker.

According to (Santoni and Suana, 2018) states that motivation is needed in a person so that it can motivate, motivation is the key to achieving a need that must be achieved or the emergence of motivation in a person because of expectations, goals, needs, encouragement, desire and goals. Encouragement in doing work will arise in a person because of the needs that must be met with different needs from one another, giving rise to differences in motivation. Providing appropriate compensation will minimize employees to leave their jobs, so it is hoped that appropriate compensation can motivate employees to continue working.

Motivation is pivotal in driving individuals to pursue their goals and fostering enthusiasm in a workplace. It can arise from diverse sources such as expectations, goals, needs, encouragement, desires, and objectives. Motivation plays a crucial role in stimulating employee enthusiasm, elevating morale and job satisfaction, enhancing productivity, fostering loyalty and stability, promoting discipline, cultivating a positive work environment, encouraging creativity and participation, improving employee well-being, and fostering a sense of responsibility, among other benefits. (Noor, 2019). Etymologically the Indonesian word "Motivation" can be attributed to the Latin word *movere* which means to move or be moved. This means that with motivation we are moved from a condition of "not interested" or "unmoved" to a condition of "interested" or "moved" to do something. In addition, motivation as a process to encourage people in an internal scope to be able to do or do work so that the goal can be achieved and the direction of individual

action and performance (Werang et al., 2019).

Work discipline is very important to increase morale. According to (Fahraini and Syarif, 2022), when work discipline in the company increases, it is hoped that employees can work more optimally, so that productivity in the company can increase, employee discipline in the company is low, but the attendance is very small, especially if you come to the office not exactly at the specified time, lack of time discipline so that it causes delays in the return of employees after lunchtime is enforced, so that these delays hinder the completion of the work that has been given and disrupt the employee's discipline. This results in a decrease in employee morale. This results in a decrease in employee morale. Therefore, discipline is one of the things that really needs to be considered, if work discipline in the company is not enforced, it can hinder the goals of the hospital. Regional general hospital Prof. Dr.M.A. Hanafiah SM Batusangkar is experiencing difficulties due to health workers who are less enthusiastic about working, this is caused by a dangerous case that can threaten human life called the covid-19 pandemic. Where this disease causes the immunity of workers to decrease and causes the effect of fatigue when dealing with patients who continue to increase and the lack of support between fellow workers, superiors and families, this is due to the rules of application (social distancing) or maintaining distance while working which makes it difficult to interact and exchange ideas. Compensation that is deemed insufficient to meet the needs of life and low work motivation so that the lack of drive and passion for work and also lack of work discipline. For this reason, there is a need for a new strategy to trigger the morale of health workers in this study using scenario planning which aims to deal with the many changes that will occur in the future so that the need for defense is both for the medium and long term, in the event of an emergency case in the future, so that

the hospital is not overwhelmed in handling it.

LITERATURE REVIEW

Spirit at Work

According to (Soedarso S.W, 2015) Work morale is a reflection of the condition of employees in their work environment. If the work spirit is good then the company will gain benefits, such as low levels of absenteeism, less employee turnover and increased labor productivity. From this definition it can be explained that work morale is a reflection of the condition of employees in their work environment and the expression and mentality of individuals or groups that show a sense of joy and happiness in doing their work, so that they feel enthusiastic and are able to work faster and better in order to achieve a group goal. as well as organizations. If work morale increases, the agency will gain many benefits such as lower absenteeism rates, workers being completed more quickly and so on, so that the level of work discipline can be increased (Arya et.al., 2022).

Compensation

Compensation is calculated based on job evaluation, calculating compensation based on job evaluation is intended to obtain compensation that is close to worth and equity. Compensation is not only given in the form of money, but can also take the form of materials or objects. This is because the achievements given cannot be assessed in money, but are easier if given in a different form or material (Sa'adah et al., 2022). The discussion covers a range of employee welfare initiatives, including provisions such as loans, complimentary medical services, retirement benefits, educational opportunities for employees and their families, and housing benefits (Patro, 2012), So it can be concluded that compensation is the size of the income that the company has promised to its workers, whether in the form of money or not, which must be received by workers as a reward for the energy they have expended.

Work Motivation

According to (Sedarmayanti,2017) motivation is the force that drives a person to carry out an action or not, which essentially exists internally and externally, whether positive or negative. To direct it, it really depends on the toughness of the leader. If there is no motivation from employees to work together for the benefit of the company, the goals that have been set will not be achieved. On the other hand, if there is high motivation from employees, then this is a guarantee of the company's success in achieving its goals (Sa'adah et al.,2022). According to (Putri et al.,2022) work motivation is a factor that encourages a person both from within and from outside to continue to behave and carry out work activities. Internal encouragement can be in the form of satisfaction of needs that want to be fulfilled. External encouragement can be in the form of a goal that has been set to be achieved within a certain time. So it can be said that the purpose of providing employee work motivation factors is to increase employee enthusiasm for work. So it can be concluded that work motivation is an impulse that exists within a person which can create a feeling of excessive activity so that work can be completed more quickly, effectively and efficiently and can also save time.

Work Discipline

According to (Tonnang et al., 2023) Work discipline refers to the managerial effort to enforce organizational standards, ensuring that company rules and objectives are adhered to, as defined. Underscores the advantages of work discipline for both organizations and employees, emphasizing that adherence to rules and routines can optimize outcomes, enable unrestricted workflow, foster a conducive work atmosphere, elevate employee morale, and ultimately improve productivity by (Saha et al., 2022) With adequate work discipline, the company can easily realize the company's goals to be achieved. Work discipline is an orderly situation where a

person or group of people who are in the organization and participate and have the desire to obey and carry out the rules of the company's rules, both written and unwritten, based on awareness to achieve the wishes and expectations that employees have a high attitude of discipline at work (Agus Dwi Cahya et al., 2021). So it can be concluded that work discipline describes workers' obedience to a rule set by the company that can support the success of the work and progress of the company where they work.

MATERIALS & METHODS

Data collection Technique

The total of 244 individuals, specifically healthcare workers who worked during the COVID-19 pandemic at the Prof. Dr. M.A. Hanafiah SM Regional General Hospital in Batusangkar. Furthermore, the reason this research focused on healthcare workers is because they play a crucial role in handling COVID-19 pandemic cases. Additionally, this regional hospital is the most effective place for treating COVID-19 pandemic symptoms, which is why it was chosen as the research object. The criteria for the healthcare workers studied were those actively involved in handling the COVID-19 pandemic. The sampling technique used in this study is probability sampling, which is one of the sampling techniques employed in this research. This technique explains that each element (member) of the population has an equal opportunity to be selected as a sample member. The data collection process was conducted using questionnaires and interviews with a sample size of 244 participants.

Data analysis method

The data analysis method in processing respondent data will use Structural Equation Modeling-Partial Least Square (SEM-PLS). Partial Least Square (PLS) is one of the methods used in variant-based SEM statistics designed to solve multiple regression, when specific problems occur in the data, such as small research sample sizes, missing data and multicollinearity.

The advantage of the SEM method is that it can be used on small sample sizes. On the other hand, the SEM (Structural Equation Modeling) method was chosen because it was proven in previous studies where SEM was used to test statistical models in the form of causal relationships. According to (Oktaviani et al. 2023) The data analysis technique employed in this study utilizes Structural Equation Modeling (SEM), which comprises a suite of tools and methods capable of simultaneously solving all equations within a causal model involving both observed (manifested) and unobserved (latent) variables (Saha et al., 2022).

RESULT

Respondent Characteristics

Among the 244 respondents, 91% were female and 9% were male. The age of the most dominated at the age of more than 40 years with 110 respondents and the rest with varying ages, as well as the level of education most in D3 education with a total of 171 respondents. The length of service is mostly 16 to 20 years with the most compensation received each month amounting to Rp. 3,000,000- Rp. 5,000,000. Compensation that is felt to be disproportionate to the length of service is what causes the morale of health workers to decrease, coupled with the covid-19 pandemic case which causes workers' immunity to decrease and weaken, this needs to be reviewed by the leadership so that the compensation provided can be considered comparable to the skills and length of service possessed.

SEM-PLS Analysis Results

The SEM statistical method used in this study is PLS (Partial Least Square). PLS analysis is a multivariate statistical technique that compares multiple dependent variables with multiple independent variables. This PLS statistical method is appropriate for use in testing the predictive effect of the relationship between variables in a model. In addition, PLS can also be run with a small sample size and does not

require various assumptions and can test the research model with a variety of assumptions. Various assumptions and can test research models with a weak theoretical basis. Then the information generated using PLS is more efficient and easier to interpret. PLS does not require data to spread normally.

**Outer Model
Convergent Validity**

The convergent validity test is carried out by looking at the loading factor value of each indicator against its construct. For confirmative research, the loading factor limit used is 0.7, while for exploratory research, the loading factor limit used is 0.6 and for development research, the loading factor limit used is 0.5 (Ghozali , 2015). Because this research is development research, the loading factor limit used is 0.5. loading factor limit used is 0.5.

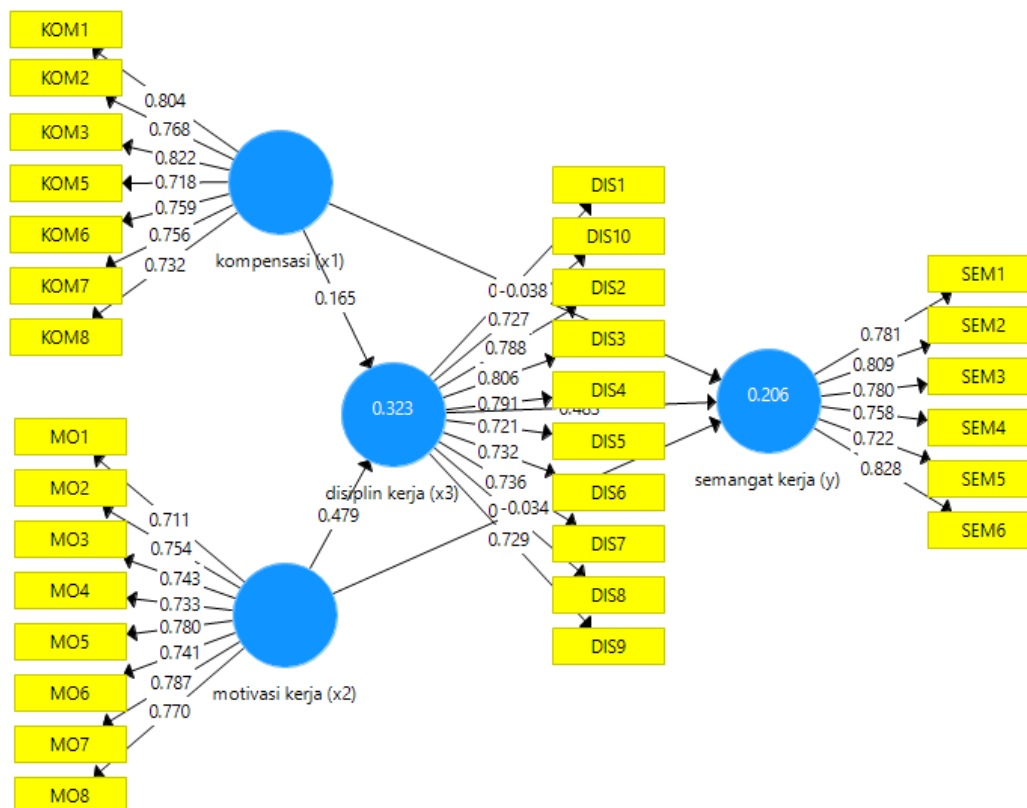


Figure 1: Result SEM-PLS

Discriminant Validity

Discriminant validity is carried out to ensure that each concept of a latent variable is different from other variables. The model has good discriminant validity if the AVE square of each exogenous construct (value

on the diagonal) exceeds the correlation between these constructs and other constructs (value below diagonal) or 0.50 (Ghozali, 2015)The results of the discriminant validity test are obtained as follows by table 1 :

Table 1 Discriminant Validity Test Results

Latent Variable	Average Variance Extracted (AVE)
Compensation	0.587
Work Motivation	0.566
Work Discipline	0.567
Spirit at Work	0.609

Source: Processed Data (2024)

Reliability Test

Construct reliability can be assessed from the Cronbach's Alpha value and the Composite Reliability value of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7. However, in development

research, because the loading factor limit used is low (0.5), the low composite reliability and Cronbach's alpha values are still acceptable as long as the requirements for convergent validity and discriminant validity have been met (Ghozali, 2015).

Table 2 Reliability Test Results

Latent Variable	Cronbach's Alpha	Composite Reliability
Compensation	0.883	0.909
Work Motivation	0.891	0.913
Work Discipline	0.915	0.929
Spirit at Work	0.873	0.903

Source: Processed Data (2024)

Inner Model

Testing of the structural model is done by looking at the R-Square value. The coefficient of determination on the work discipline variable is 0.317, this shows that 31.7% of work discipline can be explained by the variables of compensation, work motivation and work enthusiasm. Meanwhile, the rest (68.3%) is explained by other variables not examined in this study. The coefficient of determination on the work enthusiasm variable is 0.196, this shows that 19.6% of work enthusiasm can be explained by the variables of compensation, work motivation and work discipline. The rest (80.4%) is explained by other variables not examined in this study. Inner model assessment is used to see the relationship between latent variables in the

model, where in the inner model there are four latent variables. The bootstrapping method in SmartPLS used to obtain the P-Value and T-Statistic and Path Coefficients. The bootstrapping technique is a random sample data recalculation technique to obtain the T-Statistic and P-Value values by conducting a path coefficient test. The path coefficient is used to calculate the direction of influence between latent variables. The hypothesis can be accepted if the path analysis value or path coefficient is >0.1. With the path coefficient, the parameter coefficient or origin value can be seen. Variables that have a positive parameter coefficient value can be interpreted as having a positive influence between research variables

Table 3 Inner Model Result

	T-Statistics	P-Value	Path Coefficients
Direct Effect			
Work Discipline -> Work Morale	5.787	0.000	0.483
Compensation -> Work Discipline	2.121	0.034	0.165
Work Motivation -> Work Discipline	6.880	0.000	0.479
Indirect Effect			
Compensation -> Work Discipline -> Work Enthusiasm	0.080	1.963	0.050
Work Motivation -> Work Discipline -> Work Enthusiasm	0.232	4.304	0.000

Source: Processed Data (2024)

Hypothesis Test Results

Compensation directly has a significant effect on the morale of health workers at the Prof. Dr. M.A. Hanafiah SM Batusangkar Regional General Hospital.

Compensation variables have a significant influence on the morale of health workers at the Prof. DR.M.A. Hanafiah SM Batusangkar Hospital. This can be seen in the results of the t-statistic value of 2.121. this means that compensation has a

significant effect on morale. The path coefficient value of compensation on work enthusiasm is 0.165, this means that every 1 percent increase in compensation can increase work enthusiasm by 0.165 percent. So the greater the compensation received can increase the morale of health workers. This is in line with research conducted by (Danar and Alifian 2020) which states that compensation has a significant effect on employee performance. Compensation has always been a very influential issue in improving employee performance or reducing employee performance within the company, because if employees get the expected compensation, it will indirectly have an impact on their performance in the company. Then in line with research conducted by (Ambarita et al. 2021) the compensation variable has a positive and significant effect on the morale variable, which means that compensation has a real effect so that morale increases. Thus, the first hypothesis (H1) is proven and accepted in this study.

Work motivation directly has a significant effect on the morale of health workers at the Prof. Dr. M.A. Hanafiah SM Batusangkar Regional General Hospital.

Work motivation variables have a significant influence on the morale of health workers at Prof. DR.M.A. Hanafiah SM Batusangkar Hospital. This can be seen from the t-statistic value of 6.880. this means that work motivation has a significant effect on morale. The path coefficient value of work motivation effect on morale is 0.479. this can be interpreted that every 1 percent increase in work motivation can increase morale by 0.479 percent. This is in line with research conducted by (Rohana 2021) which states that motivation variables have a positive and significant effect on morale. And also this research is in line with research conducted by (Suroto 2022) which states that work motivation has a positive and significant effect on job satisfaction, which means that

employee job satisfaction can be influenced by work motivation. This research is also in line with research conducted by (Manihuruk and Tirtayasa 2020) which states that motivation has a partially significant effect on morale. Thus it can be stated that the second hypothesis (H2) is proven and accepted in this study.

Work discipline has a significant effect on the morale of health workers at the Prof. Dr. M.A. Hanafiah SM Batusangkar Regional General Hospital.

Work discipline variables have a significant influence on the morale of health workers at Prof. DR. M.A. Hanafiah SM Batusangkar Hospital. This can be seen from the t-Statistic value of 5.787. this means that work discipline has a significant effect on morale. The path coefficient value of work discipline affecting morale is 0.483. this can be interpreted that every 1 percent increase in work discipline can increase morale by 0.483 percent. This is in line with research conducted by (Jufri et al. 2020) work discipline variables have a positive and significant value on morale, this means that if work discipline increases, workers' morale increases, on the contrary, if workers' work discipline decreases, workers' morale decreases. In other studies, it is also in line with what was done (Hanura et al. 2021) that work discipline has a significant effect on morale, which means that work discipline has a significant effect on morale and if there is an increase in work discipline, it will significantly increase morale. Thus it can be stated that the third hypothesis (H3) is proven and accepted in this study.

Compensation directly has a significant effect on morale through work discipline of health workers at the Prof. Dr. M.A. Hanafiah SM Batusangkar Regional General Hospital.

The compensation variable directly has a significant effect on morale through the work discipline of health workers at the RSUD prof. DR.M.A. Hanafiah

Batusangkar. This can be seen from the t-statistic of 0.080. this means that compensation has a significant effect on work enthusiasm through work discipline. The path coefficient value is 0.050, which means that every 1 percent increase in compensation will increase morale through work discipline by 0.050 percent. This contradicts research conducted by (Isvandiani and Fuadah 2017) which states that compensation indirectly has a negative effect on employee performance through work discipline. Thus it can be said that the fourth hypothesis (H4) is proven and accepted in this study.

Motivation directly has a significant effect on morale through the work discipline of health workers at the Prof. Dr. M.A. Hanafiah SM Batusangkar Regional General Hospital.

Motivation variables directly have a significant effect on morale through the work discipline of health workers at Prof. Dr. M.A. Hanafiah SM Batusangkar Hospital. This can be seen from the t-statistic of 0.232. this means that motivation has a significant effect on work enthusiasm through work discipline. The path coefficient value is 0.000, which means that every 1 percent increase in motivation will increase work enthusiasm through work discipline by 0.000 percent. This is in line with research conducted by (Isvandiani and Fuadah 2017) which states that indirectly work motivation has a positive effect on employee performance through work discipline. thus it can be said that the fifth hypothesis (H5) is proven and accepted in this study.

Scenario Planning (TAIDA Analysis)

From the result of research through statistical data processing, it can be seen that the variables that affect morale, but in increasing the morale of health workers, planning is still needed along with targeted strategies through scenario planning. With this scenario planning, it is hoped that it can help the hospital in formulating strategies

related to improving morale by looking at the possibilities that will occur so that it has a clearer picture if something similar happens in the future. As for scenario planning, it takes several steps in the TAIDA method (Lingdren and Bandhold,2003) such as Tracking, Analyzing, Imaging, Deciding, and Acting.

Tracking

Tracking is essential in building the right scenario. The purpose of tracking is to find trends, driving factors and anything that makes something uncertain will be taken into consideration in making scenarios. The first step is to identify trends and issues that are being faced by health workers at Prof. Dr. M.A. Hanafiah SM Batusangkar Hospital. This aims to know and understand the issues that exist. In this study, the issue that can be from the hospital and health workers found the main problem is how to increase the morale of health workers in the midst of the health world experiencing uncertain environmental conditions?

From the Tracking results, several main driving factors can be identified as follows: One, workload for health workers which continues to increase along with the surge in pandemic cases, Two, the uncertainty of environmental conditions that cannot predict when a pandemic case will appear or end. Three, Low compensation. Four, working relationship between health workers and patients or superiors Last, Uncertain career opportunities. From several driving factors, 2 key factors that are the most uncertain and have a big influence are selected: One, workload for health workers that continues to increase Last, the uncertainty of environmental conditions that cannot predict the emergence of a pandemic and the end of a pandemic.

Analyzing

After the tracking stage is carried out, the next step is to analyze to identify the variables to determine the scenario which can be seen in the figure 3. At this stage, the driving factors are identified by

understanding how the trend relationship has been done in the SEM analysis. SEM analysis is very helpful in this stage where it

requires logics that will help create scenarios and and develop them into scenario model.

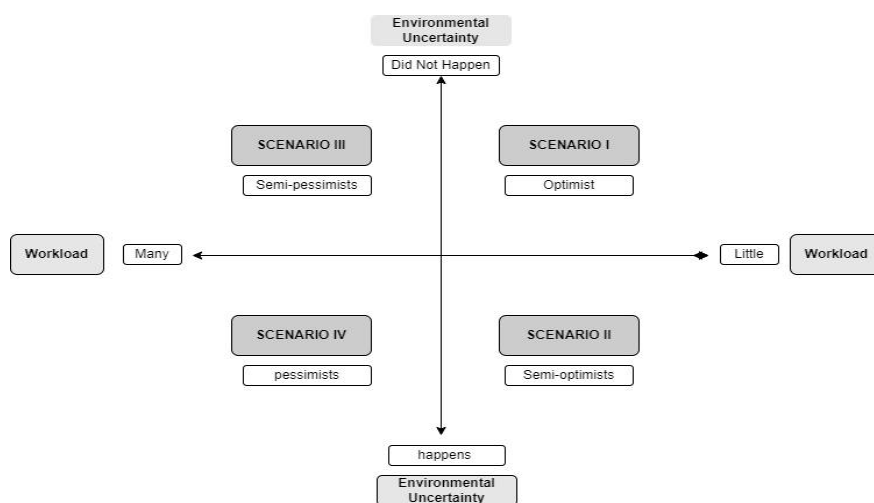


Figure 2: Result of Scenario Planning

Imaging

Imaging is describing. This picture will be used as a benchmark regarding increasing the morale of health workers, if something unexpected happens, it can be anticipated quickly. One of the obstacles experienced by health workers in doing their work is the reduced enthusiasm in doing their work coupled with workload conditions that cause pressure both physical, material and others and the risk of environmental uncertainty that cannot be predicted makes health workers guess when an outbreak occurs and ends. From the results of interviews conducted with the head of human resources and staffing when there was a surge in patients during the Covid-19 Pandemic, health workers felt very overwhelmed which resulted in disruption and decreased morale, coupled with weakened endurance and fear of losing their lives for health workers and the level of family concern for their children who were involved as health workers during covid-19, some of them recommended resigning because they did not want to take the risk of contracting the disease, this will certainly be very disturbing and reduce morale which poses a huge risk which results in a lack of

human resources. Therefore, various efforts can be known that work enthusiasm can be encouraged by providing compensation in the form of allowances, availability of facilities, attention from hospitals and superiors in the form of providing vitamins, nutrition and the application of maintaining distance while working, clear regulations are felt to be sufficient to influence the work enthusiasm of health workers, so that health workers feel valued and cared for. The hope is that in this way health workers can balance maximum work enthusiasm and can maintain work enthusiasm and even increase and improve their work methods.

Deciding

The process of deciding where the hospital already knows what is best for health workers and realizes the level of difficulty and risk that occurs for the scenario to be taken. Corrective measures are also taken to improve the scenario. In this case, it is necessary to propose more tangible steps that will be chosen so that both parties have a positive sense of running it to support the achievement of company goals which can be seen in the following strategy in figure

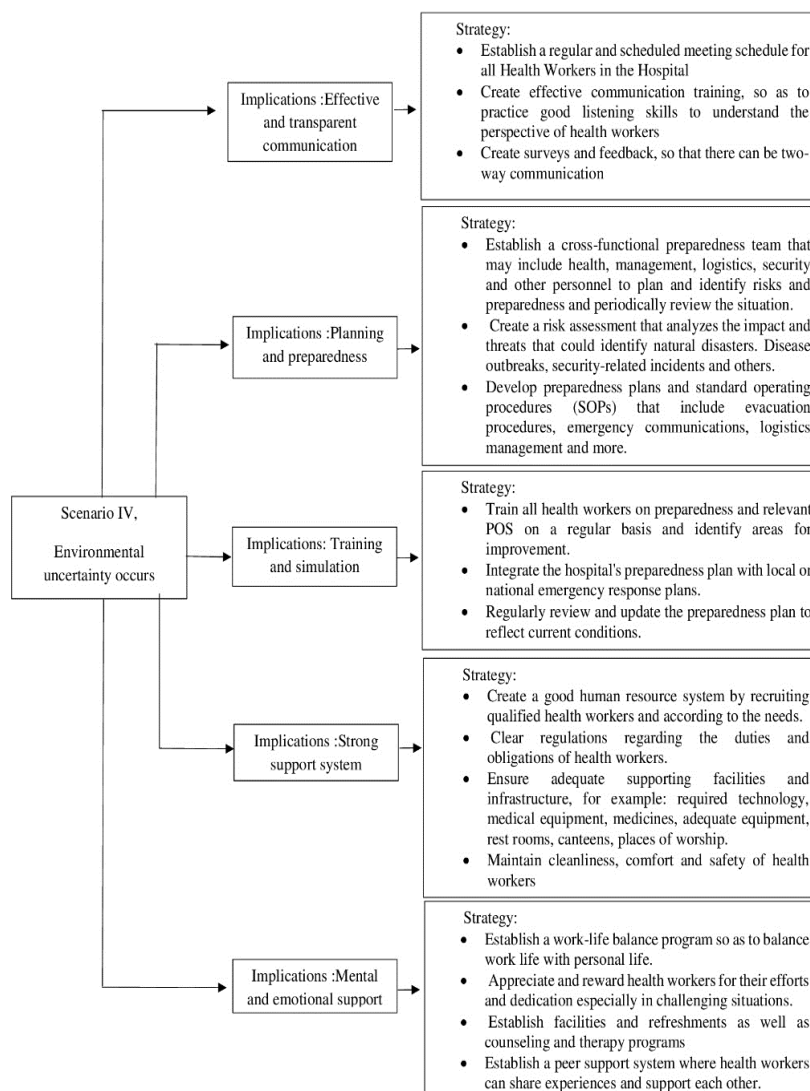


Figure 3 : Result Of Strategy in Scenario Planning IV

DISCUSSION

Compensation on Morale

Compensation and morale from this study show that compensation significantly affects morale. This means that compensation has a direct influence on morale. This confirms the findings (Dana and Alifian., 2020) that compensation has a significant effect on employee performance and research (Ambarita et al., 2021) that compensation has a positive and significant effect on the morale variable, which means that compensation actually affects morale, so that morale can increase.

Work Motivation on Morale

Work motivation and work enthusiasm from this study indicate that work motivation

significantly affects work enthusiasm, meaning that work motivation has a direct influence on work enthusiasm. This confirms research (Rohana, 2021) (Manihuruk and Tirtayasa,2020)which states that there is an influence between work motivation and morale.

Work Discipline on Morale

Work discipline and work enthusiasm from this study show that work discipline significantly affects work enthusiasm, meaning that work discipline has a direct influence on work enthusiasm. This confirms the research (Jufri et al., 2020) (Hanura et al., 2021) which states that work discipline has a significant effect on morale,

if work discipline decreases, work enthusiasm also decreases and so on.

Compensation and Morale Through

Compensation and morale through work discipline from this study show that compensation affects work enthusiasm through work discipline, meaning that compensation has a direct influence on work enthusiasm through work discipline. This contradicts the research (Isvandiari and Fuadah,2017) saying that indirectly compensation has a negative effect on employee performance through work discipline.

Motivation and Morale Through Work Discipline

Work motivation and work enthusiasm through work discipline from this study indicate that work motivation affects work enthusiasm through work discipline, meaning that work motivation has a direct influence on work enthusiasm through work discipline. This is in line with research conducted by (Isvandiari and Fuadah,2017) which states that there is an indirect influence between motivation has a positive effect on employee performance through work discipline.

CONCLUSION

The final results of this study found that all hypotheses in this study were accepted, Compensation affects morale, then work motivation affects morale, then work discipline affects morale, compensation affects morale through work discipline and work motivation affects morale through work discipline. The end result of scenario planning aims at short-term and long-term prevention but the most important thing is to ensure sufficient human resources both in quality and quantity.

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