

The Role of Work Motivation, Compensation and Perceptions of the Covid-19 Pandemic on Employee Performance At Bhayangkara Bondowoso Hospital

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ABSTRACT : RS. Bhayangkara Bondowoso is one of the referral hospitals to serve Covid-19 patients, so there have been many changes to the adjustment system according to Covid-19 service standards. Good Work Motivation, Compensation and Perceptions about the Covid-19 Pandemic are very much needed in these conditions. Referring to this, the formulation of the problem in this study is whether work motivation, compensation and perceptions about the Covid-19 pandemic have a significant effect on employee performance at Bhayangkara Bondowoso Hospital. This study aims to examine and analyze the effect of work motivation, compensation and perceptions about the Covid-19 pandemic on employee performance, either simultaneously or partially. The results of the preliminary study indicate an indication of an increase in employee performance which is influenced by motivation, compensation and perception. This research was conducted in RS. Bhayangkara Bondowoso, associative, sampling technique Multistage sampling (Proportionate Stratified and Purposive Sampling) as many as 60 respondents consisting of various types of professions, data collection instruments in the form of questionnaires. This study uses quantitative analysis with instrument testing, classical assumption test, multiple linear regression analysis, coefficient of determination test, hypothesis testing with the help of the IBM SPSS Version 26 program. The results show that (1) Work Motivation, Compensation and Perceptions about the Covid-19 Pandemic simultaneously has a significant effect on employee performance. (2) Work Motivation, Compensation and Perceptions of the Covid-19 Pandemic partially have a significant effect on employee performance. Employees with good work motivation, satisfied with the compensation received and positive perceptions about the covid-19 pandemic, have a better level of performance.

KEYWORDS: *Work Motivation, Compensation, Perceptions of the Covid-19 Pandemic and Employee Performance*

I. INTRODUCTION

Currently, all national and international territories were shocked by an outbreak of new pneumonia which then spread rapidly to more than 190 countries. This outbreak is named Corona Virus disease 2019. The spread of Corona Virus (COVID-19) around the world has caused a public health crisis and is a problem for everyone's survival. On January 30, 2020, the World Health Organization (WHO) declared a global emergency against the Corona Virus because it had spread widely to many countries (Director General of Health Services of the Republic of Indonesia's Director General of Health Services Handbook of Covid Handling, 2020).

In Indonesia, its spread has expanded in 34 provinces in Indonesia. So that the Republic of Indonesia Presidential Decree Number 12 of 2020, April 13, 2020 was issued concerning the Designation of Non-Natural Disasters Spread of Corona Virus Disease 2019 (Covid-19) as a National Disaster. As of June 2, 2021, nationally there were 1,837,126 confirmed cases, 94,438 active cases, 51,095 deaths and 1,691,593 recovered. In East Java, 155,245 (8.5%) cases were recorded, 5,246 confirmed, 180,881 recovered, 9,257 died ([https://covid19.go.id/ Peta-Sebaran-COVID-19](https://covid19.go.id/Peta-Sebaran-COVID-19)).

As an effort to control Covid-19, the Indonesian government has implemented various policies including social restrictions including Large-Scale Social Restrictions (PSBB), health service facilities have also reduced health services for general patients (non-Covid-19 patients) to focus on providing Covid-19 pandemic services and to reduce the risk of transmission in health facilities, establishing a hospital. Referrals for Covid-19 patients include one of them at the Hospital. Bhayangkara Bondowoso. With the title of Covid-19 referral hospital, there are many system changes and service patterns that need adaptation to new regulations, both in

terms of infrastructure, human resources and service standards, which requires great effort. Especially for hospital employees, this is an extraordinary challenge for the health of employees, increased workload, high risk of infection, especially employees who have direct contact with Covid-19 patients, resulting in physical stress.

The level of concern for workers increases along with the number of people who are infected, died and also there are various perceptions about the Covid-19 pandemic by employees because it is classified as a new type of disease but is massive and pandemic in nature. Increased negative perceptions, fear and anxiety of employees due to the uncertainty of this disease coupled with disturbing measures to prevent the spread of Covid-19 such as lockdown, quarantine, use of personal protective equipment (PPE) and so on can cause significant psychological and psychiatric disorders such as stress.

Viewed in *Biomedical Journal*, Vol. 13, Number 2, May – August 2021 concerning the Psychological Impact of Health Workers During the Covid-19 Pandemic, concludes that there is a prevalence of psychological effects such as stress, anxiety and depression, both mild to severe. In another study, it was shown that around 65.8% of health worker respondents in Indonesia experienced anxiety due to Covid-19, 3.3% experienced very severe anxiety and 33.1% experienced mild anxiety. Whereas those who experienced stress due to the Covid-19 outbreak were 55%, the level of very heavy stress was 0.8% and 34.5% mild stress. Health workers who experience depression are 23.5% with a degree of severe depression of 0.5% and mild depression of 11.2% (<http://sinta.ristekbrin.go.id/covid>)

BhayangkaraBondowoso Hospital, whose business is the provision of health services to the community, is required to continue to provide excellent, quality and professional service under any circumstances. So that it is necessary to have types of employees and management who support efforts to increase work motivation, good compensation and have a positive and constructive perception of the Covid-19 pandemic.

According to Dimiyati and Mudjiono (2006), motivation is seen as a mental drive that drives and directs human behavior including learning/work behavior. In line with that, Ratumanan (2002) says that motivation is the basic impetus that moves a person to behave. VeithzalRivai (2004), states that motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. In general, motivation is classified into two types, namely positive and negative motivation. Positive motivation is encouragement or intention to get something positive or good. Meanwhile, negative motivation is encouragement or intention based on negative or bad desires (Donsu, 2019). According to Sutrisno (2016) work motivation is a stimulant of desire and driving force of one's willingness to work because each motivation has certain goals to be achieved by each worker. Sutrisno (2016) argues that work motivation is a mental state that encourages, activates or moves that directs and distributes one's behavior, attitudes and actions to achieve goals. From several definitions put forward by several figures, it can be concluded that work motivation is a psychological condition within the individual that moves the individual to act/work, resulting in a conscious change in behavior to achieve goals.

In addition to motivation, another factor that influences employee performance is compensation. Compensation for employees must have a logical and rational basis, however, emotional and human factors must not be ignored. Compensation management is one of the most difficult and challenging areas of human resource management, because it contains many elements and has a long enough impact on the strategic objectives of the organization. The challenge facing management is to create conditions to motivate employees to provide maximum performance for the progress of the company (Sudaryo, 2018). The general purpose of providing compensation is to attract, retain, and motivate employees. Compensation is divided into direct financial compensation, indirect financial compensation and non-financial compensation. Financial compensation consists of payments received by employees in the form of wages, salaries, commissions and bonuses. Indirect financial compensation (benefits) includes all financial rewards that are not included in direct financial compensation. Non-financial compensation includes the satisfaction a person receives from the job itself or from the psychological environment and/or psychological and physical factors in the company's work environment (Sudaryo, 2018).

Pandemic has greatly impacted the psychology of health workers in the effort to deal with the Covid - 19 pandemic, if this complaint is not immediately handled it is feared that the perceptions of health workers towards the Covid-19 pandemic will have an impact on employee performance during the Covid-19 pandemic at the Hospital BhayangkaraBondowoso. Regarding perception, there is a connection with humans as social beings as well as individual beings and there are differences in physique, background, mindset, and character of each individual. These differences indicate that individual perspectives in understanding something through their senses are different. According to Asrori (2009: 214) the notion of perception is an individual's process of interpreting, organizing, and giving meaning to stimuli originating from the environment in which the individual is located, originating from learning and experience. So managing perceptions is important as a basis for building individual and public trust and even as a persuasive weapon to influence the thoughts of other individuals (Linda R and Fahmi, 2020). In several books on health education and promotion (Glanz, Rimer, Viswanath, 2008; Snellen, 2015; Green et al., 2015), there are several perception theories that are used for

discussions of behavior/performance related to health, one of which is often discussed is the theory Health Beliefs Model (HBM). The main concepts are Perceived susceptibility, Perceived severity, Perceived benefit, Perceived barrier, Cues to action, Self-efficacy (confidence in one's own abilities). If you manage several perceptions related to the Covid-19 pandemic properly, it is hoped that hospital employees can perform well even in a Covid-19 pandemic situation.

Customer satisfaction, especially patients and families of patients from the Hospital shows good performance from each employee individually and as a team. Performance is an important aspect in the effort to achieve a goal. Achievement of maximum goals is the result of good team or individual performance, and vice versa, failure to achieve the goals that have been formulated is also the result of individual or team performance that is not optimal (Sudaryo, 2018). Etymologically, performance comes from the word performance. As stated by Mangkunegara (2006), that the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person), namely the work results in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Hasibuan (2007) says that performance is the work achieved by someone in carrying out the tasks assigned to him. Philip Moon in TitinMaryati (2011) says that employee performance is determined by skills and knowledge, available resources, quality and existing management style, and motivation. Employee performance can be used as a measure of whether the goals and objectives are in accordance with the plans of the organization/institution, but it can also be used as a basis for measuring the extent of success of an organization/institution. For employees, performance is seen as an effort to explore the capabilities and skills they have, to then be developed as much as possible.

Examining the phenomena and several theories above, the author wants to examine the Effect of Work Motivation, Compensation and Perceptions of the Covid-19 Pandemic on Employee Performance at BhayangkaraBondowoso Hospital. The purpose of this study was to test and analyze the partial and simultaneous effects of work motivation, compensation, and perceptions of the Covid-19 pandemic on employee performance at BhayangkaraBondowoso Hospital.

Based on the identification of the problems that have been found and considering that there are too many references related to the title of this study, this research will be limited to the variables of work motivation limited by indicators of the need for achievement (need for achievement = nAch), the need for power (need for power = nPow), relationship/affiliation needs (need for affiliation = nAff). Compensation variables in this study are limited to indicators of financial compensation (salary, incentives/bonuses, health insurance, leave and service vehicle facilities) and non-financial compensation (giving confidence in tasks according to expertise, training, objective work/career development, work environment, the existence of a work team and friendly, courteous and praiseworthy leaders). The perception variable regarding the Covid-19 pandemic in this study is limited to indicators of Perceived susceptibility, Perceived severity (perceptions of severity and seriousness), Perceived benefits, Perceived barriers, Cues to action (trigger to act), Self-efficacy (belief in one's own abilities).

II. METHODS

The research was conducted at BhayangkaraBondowosoHospital, from June to July 2020. The population is all employees of BhayangkaraBondowosoHospital with a total of 303 employees. The sampling method uses the opinion of Roscoe (1975) which says good research uses a sample between 10-20 times the number of variables. In this case using 15 times the number of variables. This research has four variables so that the number of samples is $15 \times 4 = 60$ samples. So based on the formula above, the samples taken were 60 respondents. Respondent criteria are employees with the status of Polri employees, PNS Polri and BLU contract employees (minimum working period of 1 year) at BhayangkaraBondowoso Hospital. The sampling method used was Multistage Sampling, in this study the determination of the sample was carried out in two stages (two stage sampling), namely the first using *proportionate stratified* and the second using *purposive*.

Table 1 Determining the Number of Samples with the Multistage Sampling Technique.

No.	Profession	Total Population	Number of Samples
1.	Medical (Doctor)	39	8
2.	Nurse / Midwife	121	24
3.	Other Health Workers	31	6
4.	Non-Health Personnel(admin)	112	22
Amount		303	60

Source: Processed secondary data (2022)

Table 1 shows the determination of the number of samples using a multistage sampling technique, namely the first with *proportionate stratified* by dividing the employee population into four based on profession

(Medical/Doctor, Nurse/Midwife, other health workers and non -medical /administrative workers) and then determining the number of samples randomly. proportionally obtained by dividing the total population of each profession by 303 (total population) multiplied by 60 (required number of respondents) so that the number of samples for each profession is obtained, namely Medical/Doctor: 8 employees, Nurses/Midwives: 24 employees , other health workers: 6 employees, and non-health/administration workers: 22 employees.

Then the second stage was with a *purposive sampling technique* , namely from each number of samples that were used as respondents, those who had the criteria of employees who had served (direct contact) with Covid-19 patients based on recommendations from the heads of units of each profession.

Based on the problem formulation that has been determined, the variables consist of independent variables (work motivation-X1, compensation-X2, and perceptions of the covid-19 pandemic-X3) and dependent variables (employee performance-Y). The operational definition of motivational variables is based on McClelland's theory of needs (*McClelland Theory of Needs*), McCland's theory of motivation in Robbins (2008:230), the things that motivate someone are the need for achievement (*need for achievement = nAch*), the need for power (*need for power = nPow*), the need for relationships / affiliation (*need for affiliation = nAff*). The compensation variable refers to Rivai's theory (2012) in the book Algebra, 2020: 37, with the compensation indicator being that financial compensation consists of direct, namely: principal payments (wages/salaries, incentives/bonuses) and indirectly, namely: social security, leave, overtime pay, official vehicle. Non-financial compensation consists of work / career development, namely: recognition of copyrighted works, training, promotion opportunities, new discoveries and special achievements. As well as the work environment, namely: safety, comfort, praise and conduciveness.

The measurement of the perception variable about the Covid-19 pandemic refers to the theory of the *Health Belief Model (HBM)* by Rosenstock (Glanz, 2008). Mentions that human behavior/perception can be influenced by several indicators including *Perceived susceptibility* (perceptions about vulnerability), *Perceived severity* (perceptions about severity and seriousness), *Perceived benefits* (perceptions about benefits), *Perceived barriers* (perceptions about obstacles), *Cues to action* (triggers to act), *Self-efficacy* (*belief own abilities*).

The measurement of employee performance variables is based on the theory of Mathis and Jackson (2009) in the HR Management book (Sudaryo, Aribowo and Sofiati, 2018: 205-206), with performance indicators being work quality, work quantity, work time and cooperation.

The data collection method uses a Likert scale questionnaire with the *five box method criteria* (1. Strongly disagree /STS, 2. Disagree/TS, 3. Neutral/N, 4. Agree/S, 5. Strongly agree/SS). Data analysis consisted of data instrument tests (validity test and reliability test), classic assumption test (normality test, multicollinearity test, heteroscedasticity test), multiple linear regression test, coefficient of determination test, hypothesis test (t test and F test).

III. RESULT

In this study the authors will find out whether there is an effect of work motivation, compensation, and perceptions of the Covid-19 pandemic on employee performance at BhayangkaraBondowoso Hospital. The data needed in this study were obtained from a questionnaire instrument with a choice of answers using a Likert scale proposed to 60 respondents. Several general characteristics of the respondents were obtained which included: Gender (male and female), Profession (Medical, Nurse/Midwife, Other Health Workers and Non-Health Personnel), Age (≤ 25 Years, 26-30 Years, 31-35 Years , 36 – 40 Years, > 40 Years), Education (SMA, D3, D4, S1 and S2), Working Period (1-< 2 Years, 2-5 Years, 6-9 Years, 10-13 Years, > 13 Year), Employment Status (Organic and Contract Labor) as listed in the following table:

Table 2 Distribution of Respondents by Gender

No	Gender	Amount	Percentage
1.	Man	21	35
2.	Woman	39	65
Amount		60	100%

Data source : Questionnaire Results (2022)

Table 2 above shows that the number of respondents based on male gender is 21 employees (35%) and female gender is 39 people (65%). So it can be concluded that the number of respondents between men and women is more than women. The number of female employees is higher because the population mix is more female, and also because there are service units that only have female employees. For example, the midwifery unit is only filled by the midwife profession.

Table 3 Distribution of Respondents by Profession

No	Profession	Amount	Percentage
1.	Medical (Doctor)	8	13.3
2.	Nurse / Midwife	24	40
3.	Other Health Workers	6	10
4.	Non-Health Personnel	22	36.7
Amount		60	100%

Data source : Questionnaire Results (2022)

Table 3 above shows that the number of respondents based on the medical/doctor profession is 8 employees (23.3%), the nurse/midwife profession is 24 employees (40%), other health professional professions are 6 employees (10%) and non-health/administration workers as many as 22 employees (36.7%). So it can be concluded that the number of respondents with the profession of Nurse/Midwife occupies the highest position. This is because the number of employees with the profession of Nurse/Midwife is a profession with a total of more than 50% compared to other professions, followed by non-health worker professions. The profession of a nurse/midwife is very much needed in various service units, especially inpatient services, so nurses have shift work schedules (morning, afternoon and evening) so that 24-hour service to patients will be achieved.

Table 4 Distribution of Respondents by Age

No	Age	Amount	Percentage
1.	≤25 years	10	16.7
2.	26 – 30 Years	23	38.3
3.	31 – 35 Years	14	23.3
4.	36 – 40 Years	7	11.7
5.	> 40 Years	6	10
Amount		60	100%

Table 4 above shows that the number of respondents based on age ≤25 years is 10 employees (16.7%), ages 26 – 30 years are 23 employees (38.3%), ages 31 – 35 years are 14 employees (23.3%), ages 36 – 40 years as many as 7 employees (11.7%), age > 40 years as many as 6 employees (10%). So it can be concluded that the number of respondents based on the age of 26-30 years occupies the highest position. This is because most of the employees in several service units are filled by the early age group, in line with the policy of the BhayangkaraBondowoso hospital regarding the regeneration of human resources in all units. The hope is that there will be a continuous transfer of knowledge and skills from senior employees to junior employees. So that excellent service to patients is achieved by maintaining the quality of competent and professional human resources. And what is no less important is that employees with a young age carry out work that is still energetic, fast, precise and professional as well as knowledgeable and not stuttering about technology.

Table 5 Distribution of Respondents Based on Years of Service

No	Years of service	Amount	Percentage
1.	1 - < 2 years	3	5
2.	2-5 years	20	33.3
3.	6-9 years	16	26.7
4.	10-13 years	10	16.7
5.	> 13 years	11	18.3
Amount		60	100%

Table 5 above shows that the number of respondents based on working period 1-<2 years is 3 employees (5%), 2-5 years working period is 20 employees (33.3%), 6-9 years working period is 16 employees (16.7%), 10-13 years of service for 10 employees (16.7%), > 13 years of service for 11 employees (18.3%). So it can be concluded that the number of respondents based on 2-5 years of service occupies the highest position. This is because during the Covid-19 pandemic situation several times employee recruitment was held for the Covid-19 isolation room service so that the number of respondents for the criteria of 2-5 years of service was in the highest position.

Table 6 Distribution of Respondents Based on Employment Status

No	Employment status	Amount	Percentage
1.	organic	20	33.3
2.	Contract Labor	40	66.7
Amount		60	100%

Table 6 above shows that the number of respondents based on organic employment status (Polri, PNS) is 20 employees (33.3%) and employees with contract labor status are 40 employees (66.7%). So it can be concluded that the number of respondents with employment status of contract workers occupies the highest position. This is because if the results of calculating the performance load (ABK) are needed for additional staff, then a fast, effective and efficient way in terms of HR recruitment is to recruit employees with contract labor status with budget items charged to the BLU budget (service agency) general) BhayangkaraBondowoso Hospital. Organic workers (Polri and PNS Polri) will take a long time to get because they have to proceed from the National Police Headquarters, the Menpan RB and then the East Java Regional Police level and even then if there is a quota for the BhayangkaraBondowoso Hospital. So that if it is felt that additional contract workers are needed, it will be self-managed by BhayangkaraBondowoso Hospital.

In addition to the analysis of the distribution of the characteristics of the respondents, below will be shown an analysis of the responses of the respondents to the following variables :

Table 7 Respondents' Responses to Work Motivation Variables

Indicator	N	Minimum	Maximum	Mean s	Respondent Assessment Criteria
Indicator 1 - Need for achievement (need for achievement = nAch)					
X1.1	60	3	5	4.57	Very High/ Very Good
X1.2	60	3	5	4.42	Very High/ Very Good
X1.3	60	3	5	4.77	Very High/ Very Good
X1.4	60	3	5	4.55	Very High/ Very Good
X1.5	60	4	5	4.52	Very High/ Very Good
X1.6	60	4	5	4.58	Very High/ Very Good
X1.7	60	3	5	4.50	Very High/ Very Good
X1.8	60	2	5	4.23	Very High/ Very Good
Indicator mean 1				4.52	Very High/ Very Good
Indicator 2 - Need for power (need for power = nPow)					
X1.9	60	3	5	4.12	High/Good
X1.10	60	3	5	4.30	Very High/ Very Good
X1.11	60	3	5	4.35	Very High/ Very Good
X1.12	60	3	5	4.15	High/Good
Indicator mean 2				4.23	Very High/ Very Good
Indicator 3 - Need for affiliation / affiliation (need for affiliation = nAff)					
X1.13	60	3	5	4.53	Very High/ Very Good
X1.14	60	3	5	4.58	Very High/ Very Good
X1.15	60	3	5	4.60	Very High/ Very Good
X1.16	60	3	5	4.33	Very High/ Very Good
X1.17	60	4	5	4.67	Very High/ Very Good
X1.18	60	3	5	4.32	Very High/ Very Good
Mean indicator 3				4.51	Very High/ Very Good

Table 7 shows that of the three indicators used to measure work motivation, the average value of the three indicators has a criterion value of "Very High / Very Good". The lowest average is found in indicator two, namely the need for power (Need for Power = nPow), especially the X1.9 indicator has an average value of 4.12 (High/Good), this shows that the need for power with the question sub-indicator "I am have the ability to influence co-workers and patients to follow my way/suggestion of doing something" rated by respondents as high/good but still not giving an optimal assessment, namely very high/very good scores.

Table 8 Respondents' Responses to Compensation Variables

Indicator	N	Minimum	Maximum	Mean s	Respondent Assessment Criteria
Indicator 1 – Financial Compensation					
X2.1	60	2	5	4.27	Very High/ Very Good
X2.2	60	3	5	4.27	Very High/ Very Good
X2.3	60	2	5	4.32	Very High/ Very Good
X2.4	60	3	5	4.17	High/Good
X2.5	60	2	5	4.10	High/Good
X2.6	60	3	5	4.50	Very High/ Very Good
X2.7	60	4	5	4.53	Very High/ Very Good

Indicator	N	Minimum	Maximum	Means	Respondent Assessment Criteria
X2.8	60	2	5	4,25	Very High/ Very Good
X2.9	60	2	5	4,22	Very High/ Very Good
Indicator Means 1				4,29	Very High/ Very Good
Indicator 2 – Non-Financial Compensation					
X2.10	60	3	5	4,42	Very High/ Very Good
X2.11	60	3	5	4,35	Very High/ Very Good
X2.12	60	3	5	4,43	Very High/ Very Good
X2.13	60	2	5	4,18	High/Good
X2.14	60	3	5	4,28	Very High/ Very Good
X2.15	60	3	5	4,22	Very High/ Very Good
X2.16	60	3	5	4,42	Very High/ Very Good
X2.17	60	2	5	4,27	Very High/ Very Good
X2.18	60	3	5	4,47	Very High/ Very Good
X2.19	60	3	5	4,57	Very High/ Very Good
Indicator Means 2				4,36	Very High/ Very Good

Table 8 shows that of the two indicators used to measure compensation, the average value of the two indicators has a "Very High/Very Good" value criterion. The lowest average is found in the first indicator, namely financial compensation, specifically the X2.5 indicator has an average value of 4.10 (High/Good), this shows that the financial compensation with the sub-indicator question "The incentives/bonuses I receive are appropriate with what is expected" the respondent rated high/good but still did not give an optimal assessment, namely very high/very good.

Table9 Respondents' responses to perception variables about the Covid-19 pandemic.

Indicator	N	Minimum	Maximum	Means	Respondent Assessment Criteria
Indicator 1 - <i>Perceived susceptibility</i> (perception of vulnerability)					
X3.1	60	3	5	4,47	Very High/ Very Good
X3.2	60	3	5	4,48	Very High/ Very Good
X3.3	60	3	5	4,63	Very High/ Very Good
X3.4	60	4	5	4,67	Very High/ Very Good
Indicator mean 1				4,56	Very High/ Very Good
Indicator 2 - <i>Perceived severity</i> (perception of severity and seriousness)					
X3.5	60	1	5	4,30	Very High/ Very Good
X3.6	60	3	5	4,42	Very High/ Very Good
X3.7	60	3	5	4,48	Very High/ Very Good
Indicator mean 2				4,40	Very High/ Very Good
Indicator 3 - <i>Perceived benefit</i> (perception of benefits)					
X3.8	60	3	5	4,67	Very High/ Very Good
X3.9	60	3	5	4,70	Very High/ Very Good
X3.10	60	3	5	4,67	Very High/ Very Good
X3.11	60	4	5	4,65	Very High/ Very Good
Mean indicator 3				4,67	Very High/ Very Good
Indicator 4 - <i>Perceived barrier</i> (perception of obstacles)					
X3.12	60	2	5	4,08	High/Good
X3.13	60	3	5	4,33	Very High/ Very Good
X3.14	60	2	5	3,92	High/Good
X3.15	60	2	5	3,93	High/Good
X3.16	60	2	5	4,20	High/Good
Indicator mean 4				4,09	High/Good
Indicator 5 - <i>Cues to action</i>					
X3.17	60	3	5	4,43	Very High/ Very Good
X3.18	60	3	5	4,52	Very High/ Very Good
X3.19	60	3	5	4,52	Very High/ Very Good
X3.20	60	3	5	4,58	Very High/ Very Good
X3.21	60	3	5	4,65	Very High/ Very Good
Indicator mean 5				4,54	Very High/ Very Good

Indicator	N	Minimum	Maximum	Means	Respondent Assessment Criteria
Indicator 6 - <i>Self-efficacy</i> (belief in one's own abilities)					
X3.22	60	3	5	4.58	Very High/ Very Good
X3.23	60	3	5	4.60	Very High/ Very Good
X3.24	60	3	5	4.52	Very High/ Very Good
X3.25	60	3	5	4.48	Very High/ Very Good
Indicator mean 6				4.55	Very High/ Very Good

Table 9 shows that of the six indicators used to measure perceptions about the Covid-19 pandemic, the average value of five of the six indicators has a criterion value of "Very High / Very Good". The lowest average indicator is found in the fourth indicator, namely the *Perceived barrier indicator* which has an average value of 4.09 (High/Good), and the lowest contributor to this indicator is at question point X3.14 with the question "Patient does not understand and does not apply health protocols when visiting the hospital". This shows that the perception of obstacles with the sub-indicator question "Patient does not understand and does not apply health protocols when visiting the hospital" is considered high/good by respondents but still does not give an optimal assessment, namely very high/very good scores.

Table 10 Respondents' responses to employee performance variables for the Covid-19 pandemic.

Indicator	N	Minimum	Maximum	Means	Respondent Assessment Criteria
Indicator 1 – Quality of Work					
Y1	60	3	5	4.63	Very High/ Very Good
Y2	60	3	5	4.62	Very High/ Very Good
Y3	60	3	5	4.48	Very High/ Very Good
Y4	60	3	5	4.52	Very High/ Very Good
Y5	60	3	5	4.67	Very High/ Very Good
Indicator mean 1				4.58	Very High/ Very Good
Indicator 2 – Work Quantity					
Y6	60	3	5	4.48	Very High/ Very Good
Y7	60	3	5	4.57	Very High/ Very Good
Y8	60	3	5	4.45	Very High/ Very Good
Indicator mean 2				4.50	Very High/ Very Good
Indicator 3 - Working Time					
Y9	60	3	5	4.65	Very High/ Very Good
Y10	60	4	5	4.53	Very High/ Very Good
Y11	60	2	5	4,28	Very High/ Very Good
Y12	60	3	5	4.63	Very High/ Very Good
Mean indicator 3				4.53	Very High/ Very Good
Indicator 4 – Cooperation					
Y13	60	3	5	4.63	Very High/ Very Good
Y14	60	3	5	4.53	Very High/ Very Good
Y15	60	3	5	4.50	Very High/ Very Good
Y16	60	3	5	4.50	Very High/ Very Good
Y17	60	3	5	4.45	Very High/ Very Good
Indicator mean 4				4.52	Very High/ Very Good

Table 10 shows that of the four indicators used to measure employee performance, the average value of the four indicators has a "Very High / Very Good" value criterion. This shows that the performance indicators of the respondents provide an optimal assessment that is very high/very good.

Validity test

In this research using the *Pearson correlation test method* or also called *product moment correlation*. The results of the validity can be seen in all question items, if $r_{table} < r_{count}$ then it is said to be valid with a significance level of < 0.05 (Herlina, 2019). To determine the value of r_{table} , the formula $df = n - 2$ is used, in conducting the validity test the researcher uses 50% of the total sample size. Means that $df = 30 - 2 = 28$ with a significance level of 0.05 , then the number r_{table} is 0.374 . All instruments have a calculated r value that is

greater than the r_{table} value of 0.374, it means that the instrument has met the validity criteria, including judging from the significance value, the significance value is <0.05 , so all question items are said to be valid.

Reliability Test

The reliability test method that the researcher used was *Cronbach's Alpha* with the criteria used in the conclusion of the assessment as follows: if the *Cronbach's Alpha* value <0.60 the reliability category is bad, if the *Cronbach's Alpha* value is $0.6 - 0.79$ the reliability category is accepted and if the value of *Cronbach's Alpha* > 0.8 then it is categorized as good reliability. The *Cronbach's Alpha* value is 0.990 at a reliability level with a range of $0.8 - 1.0$ so that the instrument can be declared reliable (Good Reliability).

Normality test

In this study the normality test uses a p-plot graph. In the PP Plot graph a data will be normally distributed which can be detected by looking at the spread of the data (points) on the diagonal axis of the graph.

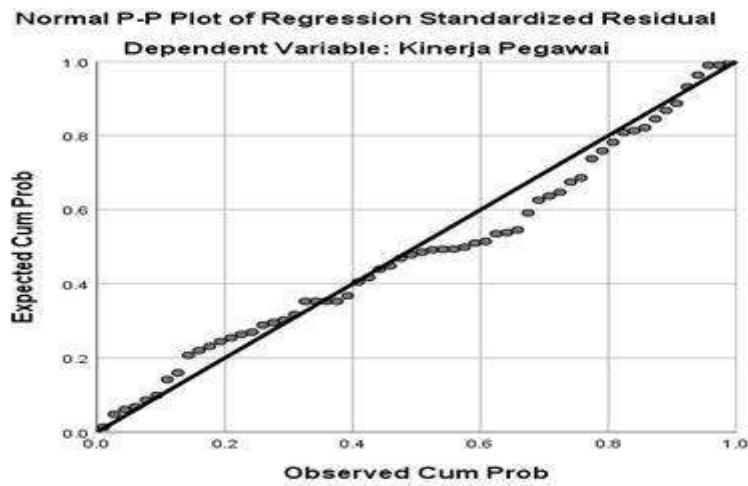


Figure 1 Residual Normality Test Graph Normal pp Plot

From the graph in Figure 1 above it can be seen that the points spread around the line and follow the diagonal line so that it can be said that the data is normally distributed.

Multicollinearity test

In this test, the researcher used the tolerance value and VIF (*Variance Inflation Factor*) method. The criterion used is that if the *tolerance value* is > 0.1 and the VIF value is < 10 , then multicollinearity is declared not to occur (Ghozali, 2001).

Table 11 Multicollinearity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
1 (Constant)	4,883	5,897		.828	.411		
Work motivation	.286	.137	.267	2082	042	.267	3,740
Compensation	.173	.084	.230	2073	043	.358	2,790
Perceptions of the Covid-19 Pandemic	.315	.079	.445	3,989	.000	.353	2,831

a. Dependent Variable: Employee Performance

From the results of Table 12 above, it is known that the *tolerance value* of the work motivation variable 0.267, VIF value 3.740. Compensation variable *tolerance value* is 0.358, VIF value is 2.790. The *tolerance value* of the perception variable for the Covid-19 pandemic is 0.353, the VIF value is 2.831. From the output results above, it is known that the value of "CollinearityTolerance" for the three variables has a *tolerance value* of more than 0.1 and the value of "Statistics VIF" is less than 10. So it can be concluded that there is no multicollinearity between independent variables.

Heteroscedasticity Test

In this test the researcher used a *Scatter-Plot graph*.

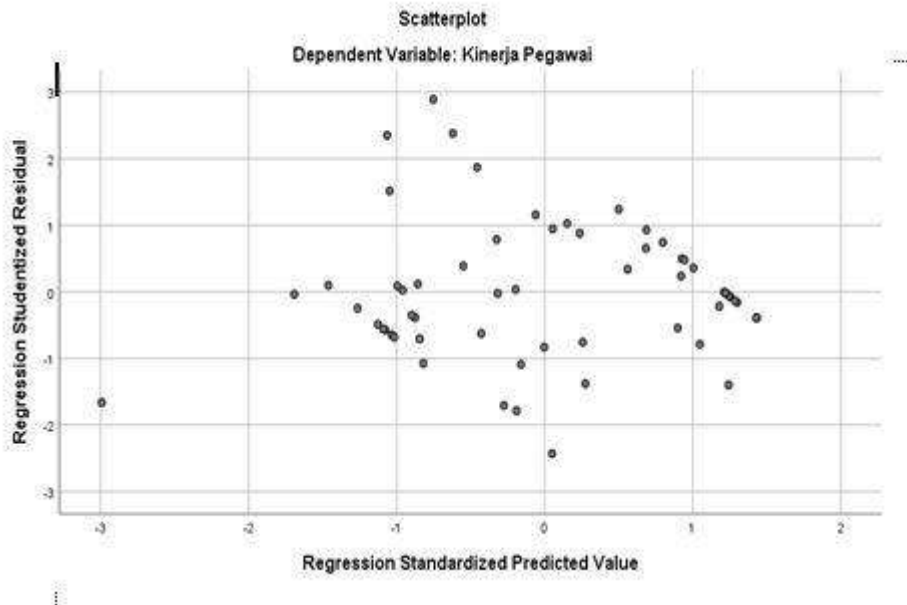


Figure 2 *Scatter-Plot Graph*

From the output of graph 3.2 above it is known that the dots do not form a clear pattern. The points spread above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity problem in the regression model.

Multiple Linear Regression Analysis

researchanalysis was conducted on 60 employee respondents, explaining the effect of the independent variables on the dependent variable.

Table 12 Multiple Linear Regression Equation

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	4,883	5,897		.828	.411
Work motivation	.286	.137	.267	2082	.042
Compensation	.173	.084	.230	2073	.043
Perceptions of the Covid-19 Pandemic	.315	.079	.445	3,989	.000

a. Dependent Variable: Employee Performance

Source : Appendix 9 (2022)

Based on the calculation results in Table 3.14 above, the multiple linear regression equation is:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 4.883 + 0.286X_1 + 0.173X_2 + 0.315X_3$$

The explanation of the multiple linear regression equation above is as follows:

- a. The constant value (b_0) is 4.883. The constant of the regression equation (b_0) is positive, meaning that if there is no effort to increase work motivation, compensation and perceptions of the Covid-19 pandemic, employee performance will still be positive.
- b. The Coefficient of *Work Motivation* (b_1) is 0.286. The regression coefficient of the Work Motivation variable (b_1) is positive, meaning that if work motivation is getting better, employee performance

will increase even though there is no compensation and good perceptions.

- c. The value of the Compensation Coefficient (b2) is 0.173. The regression coefficient of the Compensation variable (b2) is positive, meaning that if the compensation gets better, employee performance will increase, even though there are no efforts to increase work motivation and positive perceptions about the Covid-19 pandemic.
- d. The Coefficient of Perception of the Covid-19 Pandemic (b3) is 0.315. The regression coefficient of the variable Perceptions of the Covid-19 pandemic (b3) is positive, meaning that if perceptions of the Covid-19 pandemic get better, employee performance will increase, even though there are no efforts to increase work motivation and good compensation. The perception variable about the Covid-19 pandemic is the most dominant variable because it has the largest beta value and is close to 1 compared to the beta values for the other variables, so that the perception variable contributes a greater influence on employee performance.

Coefficient of Determination (R^2)

The correlation coefficient of determination (Adjusted R^2) is used to determine the contribution of the coefficient between the independent variables *Work Motivation* (X1), *Compensation* (X2), *Perception of the Covid-19 Pandemic* (X3) to the dependent variable *Employee Performance* (Y). The results of the calculation of Adjusted R^2 can be seen in the table below :

Table 13 Analysis of the Determination Coefficient Results

Summary Model ^b					
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.868 ^a	.753	.740	3,818	1825

a. Predictors: (Constant), Perceptions of the Covid-19 Pandemic, Compensation, Work Motivation

b. Dependent Variable: Employee Performance

Based on Table 13 above, R is correlation, namely the relationship between two or more variables. This R shows a linear correlation (Pearson correlation) between the independent variable - X (work motivation, compensation and perceptions of the Covid-19 pandemic) and the dependent variable - Y (employee performance). According to Siregar (2014) there are criteria for the level of correlation and the strength of the relationship which can conclude the strength of the relationship between the independent variables and the dependent variable as described in the following table:

Table 14 Criteria for Correlation Level and Relationship Strength

Correlation Value (R)	Relationship Level
0.00 – 0.199	Very weak
0.20 – 0.399	Weak
0.40 – 0.599	Enough
0.60 – 0.799	Strong
0.80 – 1.000	Very strong

Source: Siregar, 2017

So it can be concluded that the R value of 0.87 indicates a correlation value with a very strong level of relationship from the independent variables *Work Motivation* (X1), *Compensation* (X2), *Perception of the Covid-19 Pandemic* (X3) to the dependent variable *Employee Performance* (Y). Furthermore, the value of the coefficient of determination (adjusted R square) shows a result of 0.740 or 74%, which means that this value shows a contribution of influence if the regression uses more than two independent variables. the percentage contribution of the influence of the independent variables (work motivation, compensation and perceptions of the Covid-19 pandemic) influenced the Y variable (employee performance) used in this study by 74% while the remaining 26% was influenced by other variables not discussed in this study.

t test

This test is used to determine the partial influence of the independent variables *on Work Motivation*, *Compensation and Perceptions of the Covid-19 Pandemic* on *Employee Performance*. The results of testing the hypothesis using the t test are shown in table 4.19 as follows:

Table 15 Test Results t

	Model	t-count	t-table	Sig.
1.	Work motivation	2082	2,000	.042
	Compensation	2073		.043
	Perceptions of the Covid-19 Pandemic	3,989		.000

a. Dependent Variable: Employee Performance

Based on the table above, *each* independent variable's influence on the dependent variable can be partially explained as follows:

- a. Hypothesis 1.1 *Work motivation variables partially have a significant effect on employee performance.* It is known that the t-count value of the *Work Motivation variable* is 2.082, with a probability value of 0.042, while the t-table value is 2.000. So t-count > t-table (2.082 > 2.000). This shows that the variable work motivation partially has a significant influence on employee performance. Work motivation has an influence on performance including the dominant factor, namely the high ability of employees to carry out activities and results of work today better and more efficiently than before, as well as high expectations to be more advanced in achieving targets and career paths so that employee motivation is quite high. Likewise, when viewed from the level of significance, work motivation has a partial effect because the significance level is 0.042 (less than 0.050).
- b. Hypothesis 1.2 *Compensation variables partially have a significant effect on performance.* It is known that the t-count value of the *Compensation variable* is 2.073, with a probability value of 0.043, while the t-table value is 2.000. So t-count > t-table (2.073 > 2.000). This shows that the compensation variable partially has a significant influence on employee performance. Compensation has an influence on performance supported by the dominant factor, namely the existence of health insurance for employees so that employees feel prosperous and protected at work. Likewise, when viewed from the level of significance, compensation has a partial effect because the significance level is 0.043 (less than 0.050).
- c. Hypothesis 1.3 *Perception variable partially has a significant effect on performance.* It is known that the t-count value of the *Perception variable* is 3.989, with a probability value of 0.000, while the t-table value is 2.000. So t-count > t-table (3.989 > 2.000). This shows that the perception variable partially has a significant influence on employee performance. Perception has an influence on performance due to the high positive perception of awareness of compliance in implementing 5M to reduce the risk of infection of those closest to the employee concerned and also the positive perception of patients who feel safe being served by employees who implement health protocols. Likewise, when viewed from the level of significance, perceptions of the Covid-19 pandemic have a partial effect because the significance level is 0.000 (less than 0.050).

F test

This test is used to determine the extent to which the independent variables simultaneously influence *Work Motivation, Compensation and Perceptions of the Covid-19 Pandemic* on the dependent variable *Employee Performance*. The results of hypothesis testing using the F test are shown in table 16 as follows:

Table 16 F Test Results

	Model	Sum of Squares	df	F-table	F-count	Sig.
1	Regression	2492,816	3	2.77	57017	.000 _b
	residual	816117	56			
	Total	3308933	59			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Perceptions of the Covid-19 Pandemic, Compensation, Work Motivation

Hypothesis 2: *Work motivation, compensation and perceptions of the Covid-19 pandemic simultaneously have a significant effect on employee performance.* Based on the results of the FT able 4.20 test above, it can be seen that the F-count value is 57.017 ($p = 0.000$) and the F-table value is 2.77, then F-count > F-table (57.017 > 2.77), meaning that the values of the independent variables (work motivation, compensation and perception) simultaneously have a significant influence on the dependent variable (performance). Likewise, when viewed

from the significance it shows a result of 0.000, meaning that this value is smaller than the predetermined significance value of 0.05 ($0.000 < 0.05$) so that it can be concluded that the independent variables are *Work Motivation*, *Compensation* and *Perceptions of the Covid-19 Pandemic* simultaneously significant effect on the dependent variable *Employee Performance*.

IV. DISCUSSION

Effect of Work Motivation on Employee Performance

Motivation is the urge to do that comes from within humans. Work motivation is applying high standards of performance and perfection, encouraging others and oneself to achieve, achieve, and even exceed the set goals. Work motivation is related to the strength or drive that exists in every human being, how to direct the power and all the potential possessed by employees so that they want to work together and work well so that they can achieve organizational goals. With the creation of high work motivation from each employee, it will have a positive impact on improving the performance of good employees.

Initially, a person's motivation to carry out activities appears to meet needs. According to McClelland's theory of needs (McClelland *Theory of Needs*), in Robbin (2008: 230) states that achievement, power, and relationships are important needs that help explain motivation. A strong need within a person to motivate himself to use behavior that can bring satisfaction. McClelland's needs theory focuses on three needs including: The need for achievement (*need for achievement* = nAch), the need for power (*need for power* = nPow), the need for affiliation (*need for affiliation* = nAff).

Test results on *Work Motivation*, the hypothesis shows that Work Motivation partially has a significant effect on employee performance during the Covid-19 pandemic at Bhayangkara Bondowoso Hospital. Based on the results of these tests, it can be concluded that hypothesis 1.1 which states that work motivation partially has a significant effect on employee performance is accepted. This means that if employee motivation increases, it will have a positive influence on improving employee performance at Bhayangkara Bondowoso Hospital. On the other hand, if the employee's work motivation decreases, it will affect the performance of employees at Bhayangkara Bondowoso Hospital. The results of this research are in line with McClelland's Theory of Needs (McClelland *Theory of Needs*), in Robbin (2008: 230) and research conducted by Julianingrum (2013), Kalalo (2015), Saputra (2017), Talashina and Ngatno (2019), and Hustia (2020) which shows that high work motivation has a significant effect on employee performance.

The results of the *hypothesis* above are supported by the item statement on this work motivation variable, on average, the respondents' assessment criteria are very high/very good. /affiliation (*need for affiliation* = nAff), then the need for power (*need for power* = nPow). From the results of data analysis, in general this was influenced by the high level of distribution of respondents in the Nurse/Midwife profession, D3 education, age 26-30 years, 2-5 years of service and also the status of contract labor employees (TKK). With this distribution of respondents, it is in line with the results of data analysis of respondents' responses to the variable of work motivation because nurses/midwives with D3 education are types of vocational staff who are more prominent in terms of competence to serve patients directly in the field (clinical nursing staff) where they have the ability/ clinical skill competencies that serve and communicate with the team and patients on a daily basis with a 24-hour shift cycle, so that they meet more indicators of performance and relationship needs, for example building close relationships and good communication with colleagues, patients and direct supervisors, often getting additional assignments related to services that are varied, have high morale, work hard, are skilled, solutive, various problems are resolved. When viewed from the point of view of 26-30 years of age, 2-5 years of service and also the status of contract labor employees (TKK), this is very significant in influencing the indicators of relationship needs and achievement needs because during this period/period employees create good relationships so that adapt to a good work environment and then meet the indicators of the need for achievement because at this time employees tend to want to pursue a career, want good performance appraisals by superiors so that it is possible to get a minimum reward by renewing routine contracts every year for TKK workers. Another influence is that the tenure is relatively new and the status of TKK employees still has a very high level of loyalty, wants to show good performance and work evaluations, has hopes to change status to become an organic employee so this also influences employee motivation in the good category. And also at this time physically and psychologically still energetic, enthusiastic, optimistic, creative, likes challenging tasks, enthusiasm for relationships / partners, team work, desire and opportunity for a career and high achievement, able to finish faster Additional tasks assigned by the leader.

The things described above prove that most of the employees at Bhayangkara Bondowoso Hospital have met the needs of both achievement, relationship and power needs, so that high employee work motivation stimulates every employee to perform well, quality and professionally.

Effect of Compensation on Employee Performance

Human resources or workers are one of the most decisive elements in achieving organizational goals. Of course all workers have certain thoughts, feelings, needs of life and expectations for what they do. Thus it

can be seen that the basis of a person doing his job is the urge or desire for something that must be fulfilled. HR in the organization is the biggest asset that must be maintained by the organization. So the organization must pay attention to its workers. The most urgent problem that requires serious attention in HR management after an employee joins and starts working in an organization is the issue of remuneration or compensation. With the realization of good compensation will have a positive impact on employee performance. According to Algebra (2020), compensation is an important component for every worker. The amount of compensation will affect the work and performance of employees.

The test results on the Compensation hypothesis show that partial compensation has a significant effect on employee performance during the Covid-19 pandemic at BhayangkaraBondowoso Hospital. Based on the test results, it can be concluded that hypothesis 1.2 which states partial compensation has a significant effect on employee performance is accepted. This means that if the policy and realization of compensation increases, it will also increase the work and work performance of employees, so that it has a positive influence on improving employee performance at BhayangkaraBondowoso Hospital. On the other hand, if the compensation indicator decreases, the work and work performance of employees will also decrease, thus affecting the performance of employees at BhayangkaraBondowoso Hospital. The results of this research are in line with the opinions of Algebra (2020) and research conducted by Kalalo (2015), Saputra (2017), and Talashina and Ngatno (2019), which show that high compensation has a significant effect on employee performance.

The results of the hypothesis above are supported by statement items on this compensation variable, on average, the respondents' assessment criteria are very high / very good, both on indicators of financial compensation and non-financial compensation. This is supported by several factors including the distribution of respondents in the profession of Nurse/Midwife with D3 educational level and employment status of contract workers occupying the first position. service incentives every month so that the employee's take home pay exceeds the UMR set by the Bondowoso district. Respondents feel happy even though their employee status is not organic, but the hospital provides compensation that can prosper themselves and their families. And also the distribution of respondents with 2-5 years of service ranks highest in the criteria, giving a very good assessment of the compensation variable because employees with these years of service feel grateful for the compensation provided by BhayangkaraBondowoso Hospital, respondents feel that even though they are in the category of employees with years of service new jobs have received salaries and incentives that can meet needs, improve self and family welfare.

Referring to the explanation above, this proves that most employees at BhayangkaraBondowoso Hospital have a level of satisfaction with the compensation obtained from BhayangkaraBondowoso Hospital so that it motivates each employee to perform optimally.

The Influence of Perceptions of the Covid-19 Pandemic on Employee Performance

Humans as social beings as well as individual beings and have differences in physique, background, mindset, and character of each individual. These differences indicate that individual perspectives in understanding things through their senses are different, therefore each difference is also determined by a perception of each individual. Social activities throughout the place are accompanied by interactions between individuals by providing responses, ideas, judgments, and perceptions from each individual. Evaluations and observations obtained from other people through the five senses eventually lead to perceptions. Perception helps a person to be able to understand the state of the environment and himself. Some perceptions are positive and some are negative. Especially during the Covid-19 pandemic, health workers who provide health services at BhayangkaraBondowoso Hospital will definitely experience work situations that provide high levels of stressors, a work climate that changes completely in providing services. Under these conditions a positive assessment is needed so as to produce a positive perception of the Covid-19 pandemic. By creating positive perceptions regarding the Covid-19 pandemic by health workers, this will have a positive impact on employee performance at BhayangkaraBondowoso Hospital.

According to Donsu (2019), perception is the brain's ability to translate stimuli or processes to translate incoming stimuli into human sensory organs. In human perception, there are different points of view in sensing. There are those who perceive something as good or positive or negative perceptions that will affect visible or real human actions. Related to performance/behavior about health perception measurement is based on the theory of the Health Belief Model (HBM) by Rosenstock (Glanz, 2008). Mentions that human behavior/perception can be influenced by several indicators including Perceived susceptibility (perceptions about vulnerability), Perceived severity (perceptions about severity and seriousness), Perceived benefits (perceptions about benefits), Perceived barriers (perceptions about obstacles), Cues to action (triggers to act) and Self-efficacy (belief in one's own abilities).

The results of testing on Perception, the hypothesis shows that perception partially has a significant effect on employee performance during the Covid-19 pandemic at BhayangkaraBondowoso Hospital. Based on the results of these tests, it can be concluded that hypothesis 1.3 which states perceptions of the Covid-19 pandemic partially have a significant effect on employee performance is accepted. This means that if

perceptions related to understanding vulnerability, severity, benefits, barriers, treatments/actions and confidence/self-confidence are all positively perceived about the Covid-19 pandemic, it will also create a positive work situation for health workers in providing services to patients, so that the performance of employees at the BhayangkaraBondowoso Hospital remains professional in accordance with the established policies regarding health services in the Covid-19 pandemic situation. On the other hand, if the perception of employees is negative, it will affect the performance of employees at BhayangkaraBondowoso Hospital in serving patients. The results of this research are in line with the opinion of Rosenstock (Glanz, 2008) and research conducted by Putri (2020), Lestari (2020), Heiziana and Rosalina (2021), and Yulianto (2021) which shows that negative perceptions (stress) have a significant effect on decreasing employee performance and positive perceptions about the Covid-19 pandemic significantly influencing constructive behavior in carrying out service SOPs during the Covid-19 pandemic so that employee performance was maintained and primed in providing services at BhayangkaraBondowoso Hospital.

The statement items on the perception variable about the covid-19 pandemic have on average very high/very good respondent assessment criteria, both on the indicators Perceived susceptibility (perceptions about vulnerability), Perceived severity (perceptions about severity and seriousness), Perceived benefits (perceptions about benefits), Perceived barriers (perceptions about obstacles), Cues to action (triggers to act) as well as on Self-efficacy indicators (belief in one's own abilities). The distribution of respondents with female sex ranks highest, namely as much as 65%, this proves that women have a better level of compliance and discipline in using PPE, health care programs when serving patients and are more able to become role models for the environment in implementing health programs. Including the large influence of the distribution of respondents with the profession of Nurse/Midwife with a D3 education level is the highest because this profession is a profession that provides direct service to patients for 1 x 24 hours, thereby giving a positive perception to each nurse to carry out services/tasks of serving patients during the covid-19 pandemic to implement health protocols, use PPE in an orderly and disciplined manner, if this is not done every employee understands the high risk of contracting and transmitting covid-19 infection to those around them who they care about and love.

Referring to the explanation above, this proves that most employees at BhayangkaraBondowoso Hospital have a positive and constructive perception of the Covid-19 pandemic so that adherence to carrying out health service policies/SOPs during the Covid-19 pandemic is understood and implemented which provides output of employee performance in providing service is maintained and excellent.

V. CONCLUSION

BhayangkaraBondowosoHospital was appointed as a referral hospital for Covid-19 patients so that it created an extraordinary challenge for employees at the Hospital due to an increased workload and also a high risk of being infected with Covid-19. After conducting a literature review and empirical research, the researchers concluded that the three aspects of work motivation, compensation and perceptions of the COVID-19 pandemic are the variables to be studied. Because of this, an important problem raised in this study is to analyze the variables that affect employee performance during the Covid-19 pandemic at BhayangkaraBondowoso Hospital. Based on the results and discussion of the effect of work motivation, compensation and perceptions of the Covid-19 pandemic on performance at BhayangkaraBondowoso Hospital, the conclusions from each construct hypothesis are as follows:

- a. Aspects of work motivation, compensation and perceptions of the Covid-19 pandemic partially have a significant effect on employee performance at BhayangkaraBondowoso Hospital. Employees who have high work motivation have better performance than employees with low work motivation. Employees who are satisfied with the compensation received from BhayangkaraBondowoso Hospital have better performance than employees who are dissatisfied/unsatisfied with the compensation received. Likewise with employees who have positive perceptions about Covid-19, these employees will still be able to provide excellent and quality service to patients, so that their performance remains good and professional. This finding is supported by several important aspects, namely achievement in carrying out activities and work results better and more efficiently than before, having hopes to be more advanced in achieving targets and career paths, having health insurance for employees, having a positive perception of implementing the 5 M recommendations and there is trust from patients who feel safe being served by BhayangkaraBondowoso Hospital employees. Perceptions of the Covid-19 pandemic have a dominant effect on employee performance at BhayangkaraBondowoso Hospital. This finding means that positive and constructive perceptions about the Covid-19 pandemic using the *health belief model* (HBM) theoretical measurement method have been able to improve employee performance in an excellent and quality manner.
- b. Work motivation, compensation and perceptions of the Covid-19 pandemic simultaneously have a significant effect on employee performance at BhayangkaraBondowoso Hospital. This finding means that efforts to increase work motivation, compensation and positive perceptions of the Covid-19 pandemic have been able to improve employee performance.

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