

# CHAPTER I

## INTRODUCTION

### 1.1 Background

As we know, after the Al-Aqsa Flood operation on October 7, which was carried out by the Palestinian resistance on the occupied territories, Israel launched air strikes on the entire Gaza Strip from north to south, to eliminate the Palestinian resistance represented by Hamas and other resistance movements, in these raids. Israel did not hesitate to destroy all places of worship, people's homes, and even hospitals where people receive health care due to random air strikes on citizens in the Gaza Strip. It is also known that the Al-Shifa Medical Complex, which is the largest hospital complex in the Gaza Strip, was targeted, in addition to the Indonesian Hospital. It was also subjected to air strikes on some, In this research, we want to clarify the extent of the impact of this aggression on the motivation of workers in the Indonesian hospital and on the work environment concerning the hospital's performance in receiving patients and those injured as a result of these brutal raids.

Human resources are an important asset for an organization because they are the subject of achieving the goals of an organization that carries out or is an active actor in various activities within the organization. The success of an organization is influenced by the performance of the human resources within it.



According to Indartono (2010), performance is a very important criterion that measures the results and success of the organization. The better the performance of human resources, the better the quality of an organization. An organization

will be successful if it has human resources that perform well. Especially in organizations operating in the service sector, employees will have direct contact with consumers and this is very important because it is related to the image and quality of the organization.

According to Wibowo (2011), organizational performance is influenced by how the organization treats its human resources because it will influence their attitudes and behavior. This means that the better the management of individuals in an organization, the better the organizational performance. Therefore, monitoring, assessment and review of human resource performance is required. In monitoring, organizations can find, analyze and solve problems that arise or are likely to arise regarding individual performance. Through monitoring, assessment and review, it will be easier for organizations to control the attitudes and behavior of human resources. The better the behavior and attitudes, the individual performance of the organization will also increase.

## **1.2 Problem Scope**

The extent of the impact of the Israeli aggression on the work efficiency of the staff and doctors working in the Indonesian hospital and their ability to work and productivity

## **1.2 Problem Formulation**

Based on the background of the cause previously disclosed, the researcher can formulate the case in this study as follows



How much work motivation and employee work environment simultaneously affect employee performance at Indonesia hospital IN Gaza?

2. How big is the influence of work motivation on the performance of employees at Indonesia hospital in Gaza?
3. How much does the work environment influence the performance of Indonesian Hospital Employees in Gaza?
4. Which independent variable has the dominant influence on employee performance at the Indonesian Hospital in Gaza

### **1.3 Research Objectives**

The purpose of this research is to answer and analyze the various questions listed in the problem formulation. The objectives of this study are as follows:

1. To find out how much work motivation and work environment (the Israeli aggression on Gaza in 2023 on the medical sector in Gaza) influence employee performance at the Indonesian Hospital in Gaza.
2. To find out how much work motivation influences employee performance at the Indonesian Hospital in Gaza.
3. To find out how much the work environment influences employee performance at the Indonesian Hospital in Gaza
4. To find out which independent variables have the dominant influence on employee performance at the Indonesian Hospital in Gaza

### **1.4 Research Benefits**



Researcher hopes that this research can bring benefits to several parties as

**1. For the Public point of view especially in Palestine and Indonesia:**

Knowing the extent of the brutality of the Israeli occupation in its aggression against Gaza and the negative effects it had on the performance of health workers in the Indonesian hospital.

**2. For Indonesian Hospital:**

Helping in counting and evaluating the extent of losses and negative effects on the medical staff in the hospital and searching for appropriate ways to compensate for these losses.

**3. For The medical staff and workers in Indonesian Hospital:**

The ability to rise and continue providing service efficiently and effectively despite all the obstacles and reasons.



## CHAPTER II

### LITERATURE REVIEW

#### 2.1 Human Resource Management

##### 1. Understanding Human Resources

Human resource management (HRM) is a very important factor in a company besides other factors such as capital. Therefore, HR must be managed well to increase the effectiveness and efficiency of the organization, as one of the functions in the company known as human resource management Efendy (2002:2). Human resource management is "the attraction, selection, development, maintenance and use of human resources to achieve both individual and organizational goals" Handoko (2001: 4). "All the potential of human resources influences the organization's efforts to achieve its goals."

Basically, human resources are a resource that is really needed by an organization. Because human resources are resources that play an active role in the running of an organization and the decision-making process. Making the best decision resulting from a resource shows a person's performance and ability to analyze a problem within the scope of work and position.

Without human resources, it is difficult for the organization to achieve its goals. Therefore, human labor really needs to receive special attention because the effective use of human labor is the key to improving employee performance. The success or failure of implementing these functions really depends on the quality of human resources. Quality human resources will greatly determine the progress and of the company's business in the future. Human resources need to be professionally to create a balance between employee needs and the



demands and capabilities of the company's organization.

“Malayu S.P Hasibuan defines human resource management as "the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping the realization of the company, employees and society" (Hasibuan, 2011: 10)”

According to the definition stated above, it can be concluded that human resource management is a science that studies how to organize human resource management functions in an organization or company effectively and efficiently so that it can help realize organizational goals as expected.

## **2.2 Employee Performance**

### **1. General Overview of Employee Performance**

Mangkunegara defines employee performance as an overall result the quality and quantity achieved by an employee in carry out his duties in accordance with the responsibilities given to him. Whereas “Armstrong said that performance management is the way to provide a more integrated and sustainable approach than that provided by previous approaches that were isolated and sometimes used inadequate performance appraisal schemes Kasenda, (2013: 853-859).

Another opinion expressed by Mulyadi is that performance is periodic determination of the operational effectiveness of the organization, parts of the organization and its employees based on previously established targets, standards and criteria (Rivai and Jauvani, 2011: 604).”

Performance is "the results of work and progress that a person has achieved

field of work. "Performance means the same as work performance or in is called performance" Usman (2010:487). From these several definitions



it can be concluded that employee performance is the work result achieved by an employee.

Improved performance is something that is desired by both employers and workers. Employers want their employees' performance to be good in the interests of increasing work results and company profits. On the other hand, workers are interested in self-development and promotion.

## **2. Measuring Employee Performance**

Performance measurement is a method of assessing the progress that has been achieved compared to the goals that have been set. Job standards can be determined from the content of a job, and can be used as a basis for evaluating each job. To facilitate employee performance assessment, work standards must be measurable and clearly understood. A job can be measured through several stages, namely:

1. Number of Jobs
2. Quality of Work
3. Timeliness
4. Presence
5. Collaboration Ability

Strategic implementation of activities by comparing actual results with strategic targets and objectives.

## **3. What is Measured in Performance Measurement?**

Every organization usually tends to be interested in measuring performance in the



aspects (Sedarmayanti, 2010: 196):

al Aspect

er Satisfaction

3. Internal business operations

4. Employee Satisfaction

5. Time

Covers the budget of an organization. Because the financial aspect can be analogous to blood flow in the human body, the financial aspect is an important aspect that needs to be considered in measuring performance. With increasing demands from society for quality services, organizations are required to continuously provide good quality services. For this reason, performance measurements need to be designed so that leaders can obtain relevant information on the level of customer satisfaction.

Internal business information is needed to ensure that all organizational activities are in harmony to achieve the organization's goals and objectives as stated in the strategic plan. Internal business operations information is treated to make continuous improvements to the efficiency and effectiveness of organizational operations.

Employees are assets that must be managed well, especially in organizations that carry out a lot of innovation, the strategic role of employees is very real. If employees are not managed well, organizational collapse is difficult to prevent. The measure of time is a variable that needs to be considered in performance measurement design. We often need information for decision-making, but the information is slow to receive, sometimes it is no longer relevant.

#### **4. Employee Performance Indicators**

There are six indicators for measuring individual employee performance

, namely (Robbins, 2006:260):



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2. Quantity
3. Punctuality
4. Effectiveness
5. Independence
6. Work Commitment

Work quality is measured from employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities. It is the amount produced expressed in terms such as number of units, number of activity cycles completed. It is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities.

It is the level of use of organizational resources (energy, money, technology, raw materials) that is maximized with the aim of increasing the results of each unit in the use of resources. This is the level at which an employee will be able to carry out their work functions. This is the level at which the employee has a work commitment to the agency and the employee's responsibilities towards the office.

### **2.3 Definition of Motivation**

Motivation comes from the Latin word *movere* which means encouragement or moving. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation questions how to direct the power and potential of subordinates, so that they are willing to work together productively to successfully achieve and realize the goals that have been

and Hasibuan, (2011: 141).

every organization certainly wants to achieve its goals. To achieve this goal,



the role of the humans involved is very important. To move people to be in line with what the organization wants, it is necessary to understand the motivation of the people who work in the organization, because this motivation is what determines people's behavior in working, or in other words, behavior is the simplest reflection of motivation.

Motivation can come from within a person in the form of awareness of the importance of the benefits of the work he is carrying out. Gitosudarmo said that without motivation from employees to work together for the benefit of the company, the goals that have been set will not be achieved. If there is high motivation from employees, then this is a guarantee of the company's success in achieving its goals. Sutrisno, (2010: 111).

"Motivation asks how to encourage subordinates' passion for work so that they are willing to work hard by providing all their abilities and skills to realize the company's goals" Sutrisno, (2010: 110). "The driving force that exists within a person is often called motive. The driving force outside of oneself must be generated by the leadership so that things outside of oneself can also influence them," Satrianegara, (2013: 163).

From the definition above, it is explained that leaders must know what and how must be fulfilled so that it can be a driving force for employees to behave towards achieving company goals. In providing motivation, all companies have the same goal of stimulating and encouraging individuals to work more diligently, efficiently and effectively in order to achieve company goals.



### **motivational Goals**

here are several goals that can be obtained from providing motivation

according to Hasibuan (2012: 146), namely:

1. Increase employee morale and job satisfaction
2. Improve employee work performance.
3. Increase employee discipline
4. Maintain company stability
5. Make employee procurement more effective
6. Create a good working atmosphere and relationships
7. Increase loyalty, creativity and participation
8. Increase the level of employee welfare
9. Increase employees' sense of responsibility for their duties
10. Increase the efficiency of using tools and raw materials

In terms of providing this motivation, the leader must be able to see the situation and working atmosphere of the employees while working, this is useful for providing motivation when the employees are given motivation, whether positive motivation or negative motivation.

## **2.4 Work environment**

The manager or organization must really pay attention to the employee's work environment so that employees feel comfortable, at ease and focused in carrying out their assigned tasks. According to Nitisemito, (2008:183) states "the work environment is everything that exists in the environment around the worker and that can influence him in carrying out the tasks assigned to him, for example cleanliness, music, etc.". According to Musa Hubeis and Najib, (2014: 32) the

ional environment is "factors that are outside or inside the organization influence the progress of the organization in achieving predetermined



goals". the surrounding environment in which a person is a worker, his work methods, and his work arrangements both individually and as a group" Sedarmayanti, (2009: 21).

Based on the opinions above, it can be concluded that the work environment is the physical factors around work that can influence employees in carrying out the tasks assigned to them. Then it can be understood that the work environment has a huge influence on employee habits in carrying out their work. If the work environment around employees is good, then employees will have high work discipline and automatically there will be good cooperation within the company which will have an impact on employee job satisfaction. However, if the work environment around employees is bad, it will cause low work discipline so that job satisfaction will decrease.

According to Sedarmayanti (2007: 21) Broadly speaking, there are 2 types of work environment, namely:

a. Physical Work Environment

According to Sarwono (2005:104) the physical work environment is "the workplace where employees carry out their activities". The physical work environment influences the work enthusiasm and emotions of employees. The physical work environment is all physical conditions that can affect employees either directly or indirectly. According to Robbins (2002: 193) the physical work environment is one of the factors that causes employee work stress which influences work performance. Factors that influence the physical work environment are:



ure, Noise, Lighting and Air Quality.”

ysical work environment

The non-physical work environment is all the conditions that occur related to work relationships, both relationships with superiors and fellow colleagues, or relationships with subordinates. According to Sihombing (2004) states that the non-physical work environment includes work relationships formed in the company between superiors and subordinates as well as between fellow employees and relationships between employees.

Fostering good relationships between colleagues subordinates and superiors must do it because we need each other. The work relationships that are formed greatly influence employee psychology. According to Mangkunegara (2009: 94), to create harmonious and effective relationships, leaders need to take the time to study employees' emotional aspirations and how they relate to the work team, creating an atmosphere that increases creativity.

#### 1. Factors that influence the work environment

According to Nitisimito (1992: 159), there are several influences on the formation of working environmental conditions, including:

- a. Work atmosphere
- b. Relationships with coworkers
- c. Availability of work facilities
- d. Noise
- e. Bad smell

A pleasant work atmosphere for employees will of course trigger their enthusiasm in carrying out the responsibilities they have been entrusted with. The

osphere must be pleasant because an employee will spend a lot of time at



## 1. The Israeli Aggression 2023

The 2023 aggression against Gaza by the Israeli occupation is the largest aggression against the Palestinian people, especially in the Gaza Strip during the period of the occupation of Palestine since 1948. As usual, the Israeli occupation does not differentiate between civilian and military places when targeting it. Indiscriminate Israeli bomb attacks paralyzed many hospitals in Palestinian Gaza. Israel did not hesitate to bombard hospitals which incidentally were actually highly protected in war. Israel bombed many hospitals in Gaza on the pretext that underground hospitals contained Hamas hideouts. However, this allegation was not proven.

Among the many places targeted was the Indonesian hospital in the northern Gaza Strip which was built with a generous donation from the Indonesian people. Indonesian Hospital is a hospital located in Bait Lahia, North Gaza Governorate, Gaza Strip, Construction of the hospital began in 2011 on 16,000 square meters of land donated by the government of Gaza. The project cost IDR 126 billion and was funded by donations from Indonesian people and organizations such as the Indonesian Red Cross Society and Muhammadiyah, collected through the Indonesian humanitarian organization Medical Emergency Rescue Committee. Indonesian vice-president Jusuf Kalla inaugurated the hospital on January 9, 2016.



The hospital has 100 ward beds, 4 operating theaters, and a 10-bed emergency care unit. The staff includes some 400 Palestinians, paid by Gaza's Ministry of Health, and several volunteers from Indonesia. During the Israeli

aggression against Gaza, the Indonesian hospital was subjected to several attacks and bombings by Israeli aircraft, according to Chairman of the Presidium of MER-C Indonesia Dr. Sarbini Abdul Murad.

He confirmed a series of air strikes near the Indonesian Hospital (RS) in Bait Lahiya, Gaza Strip, on Thursday (9/11/2023) evening. He said: “Last night's attack was very close to the Indonesian hospital, but not a direct attack on the main building. The ceiling of the hospital is collapsing,” Sarbini told [Republika.co.id](http://Republika.co.id) when it was confirmed about the Israeli air strike on the Indonesian hospital on Friday (10/11/2023). According to the Palestinian news agency, WAFA, the attack on the Indonesian hospital killed a number of civilians and caused many injuries.





Resource: <https://www.arabnews.com/node/2407081/middle-east>

## 2.5 The Relationship between Motivation and Work Environment on Employee Performance

A person's performance that is considered unsatisfactory is often caused by low motivation (Gibson, et al, 1996: 340). In Wibowo's book it is stated that



work environment can certainly influence performance, although it is not the only factor that affects Wibowo's performance, (2014: 330).

Indi and Alini (2014) in their research results stated "work motivation

consisting of the need for achievement, the need for affiliation and the need for power simultaneously and partially has a significant effect on employee performance". Where the affiliation need variable has the greatest influence on the performance produced by employees. This means that the higher the motivation towards the need for affiliation, achievement and power, the more the high level of performance that will be produced by employees.

Likewise, with the employee's work environment, without a comfortable work environment this can reduce employee work performance, and vice versa, if the employee's work environment is very satisfying for the employee, it can increase the employee's work performance.

The benefit of the work environment is "creating passion for work, so that productivity and work performance increase" IshakdanTanjung (2003:26). According to research by Aan Soelehan and Iswandi Sukarta Atmadja (2009), the influence of work discipline, work environment and work enthusiasm on the work performance of residents of Pioneer Middle School, Pancoran Mas sub-district, Depok City, states that a comfortable, safe and prosperous work environment will have an impact on work performance. high level in carrying out a job that is their duty and responsibility.

