

THE EFFECT OF WORKLOAD AND COMMUNICATION ON MOTIVATION AND THEIR IMPACT ON THE PERFORMANCE OF STATE CIVIL SERVICES (ASN) : CASE STUDY DURING THE COVID-19 PANDEMIC IN THE GOVERNMENT ENVIRONMENT OF ACEH SELATAN DISTRICT

* Zubir Efendi, Sofyan and Iskandarsyah

Management Department, Universitas Syiah Kuala, Indonesia

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ABSTRACT

This research intends to examine the role of workload and communication on motivation and its impact on the performance of the civil apparatus (ASN) during the COVID-19 pandemic in the Aceh Selatan district government, Indonesia. The population was all ASN in the Aceh Selatan, totaling 5608 people. In this research, the sampling technique used was probability sampling with Stratified Proportional Random Sampling. Slovin formula was used to determine the number of samples and provided 373 people as respondents. The research model was analyzed using the SEM AMOS. The result shows that communication, work motivation and ASN performance COVID-19 pandemic in Aceh Selatan have been in good scores but not for the workload, workload does not affect work motivation, communication affects work motivation, workload does not affect ASN performance, communication affects the ASN performance, work motivation affects ASN performance, work motivation does not mediate the workload effect on ASN performance, and work motivation mediates the communication effect on ASN performance. In the model, the work motivation has proven as the partial mediator for the model of work motivation mediates the communication effect on ASN performance. In general, it is proven that the model for improving ASN performance during the Covid-19 Pandemic in Aceh Selatan is the functions of effective communication and work motivation improvement.

Keyword: Workload, Communication, Motivation, Performance of State Civil Apparatus, Covid 19.

1. INTRODUCTION

In 2020, the world was rocked by the catastrophic spread of a very deadly plague. The disaster known as the Covid-19 Pandemic has caused a very high death toll and greater material losses throughout the country. Many problems have arisen as a result of the spread of COVID-19, such as social problems, the decline in the world economy, as well as the collapse of the business world one by one, as well as the decline in people's welfare. To break the chain of the spread of this virus, government officials have limited the activities carried out by their employees (civil servants/ASN). This activity limitation is stated in the Circular Letter (SE) of the Minister of Apparatus No. 46 of 2020 and No. 34 of 2020 regarding changes in circular letter No. 19 of 2020 concerning Adjustment of the ASN Work System in Efforts to Prevent Covid-19 in government agencies. These restrictions include limiting services, limiting working hours, or even carrying out

work from home (WFH).

With this policy of restriction and WFH, it has also become the biggest obstacle for the government in running its government. One of the obstacles faced by the Aceh Selatan district, as one of the districts in Indonesia, is the limited ability of ASN it has where the Covid-19 Pandemic condition requires them to divert most of the activities that have been done manually, now have to be done online or online. This limitation also has a negative impact on the performance produced by each ASN where the work provided by them decreases both in quality, quantity, and working time due to their limited ability and mastery in managing information technology. In addition, the limited equipment that supports information technology-based work owned by the Aceh Selatan government is also a separate obstacle for ASN to carry out or carry out their work from home.

These constraints experienced by the performance of the ASN certainly have an impact on the sub-optimal performance of the Aceh Selatan Government, such as the decline in regional income as stated in the Aceh Selatan Qanun (local government regulation) no 2/2020 where the total regional income in 2020 decreased by 50.46 billion compared to with the previous year, 2019. The non-maximal performance of ASN in Aceh Selatan is also seen in strategic issues such as inadequate basic infrastructure that contributes to economic growth, inadequate access, and health services to the community, low development of the creative economy and tourism, declining the quality of the environment, the high level of poverty, disaster mitigation and the handling of victims of natural and social disasters is not yet optimal, and various other strategic issues that do not yet have satisfactory figures. Apart from that, the non-maximal performance of ASN in the Aceh Selatan is also seen from the achievement of the Main Performance Indicators as stated in the report (LAKIP) of the Aceh Selatan Government in 2021. The report shows that many of the main performance indicators in 2020 are not able to be realized optimally by ASN and even tend to there is a decrease in achievement when compared to the previous year.

During this COVID-19 pandemic, the government's performance has always been the main focus of the public, both in efforts to reduce and/or eliminate the covid outbreak, regional economic growth, eradicating poverty, and development. Therefore, the Aceh Selatan government is required to be more responsive in running the wheels of its government so that it can display a more optimal performance for the smooth administration of government and the implementation of national development. The results of the government's performance are very dependent on the performance of its ASN, therefore the Aceh Selatan government must be able to further optimize its resources so that even though they are still in limited conditions due to the COVID-19 pandemic, ASN is still able to show good performance for their respective performances each.

Many factors must be the attention of the Aceh Selatan government to improve the performance of ASN, one of which is to grow work motivation in each ASN. During this covid-19 pandemic, high motivation in an ASN is very much needed in supporting his work. However, the current state of the COVID-19 pandemic tends to reduce the work motivation of ASN due to a sense of concern and fear over their respective health. Therefore, the Aceh Selatan government must be able to guarantee that conditions, especially in the ASN work environment, are maintained and stable. In addition, the Aceh Selatan district government must also provide facilities for routine health checks on the health of ASN, provide routine vitamin support for each ASN and their families.

In addition to the factors mentioned above, another factor that affects ASN work motivation and has an impact on ASN performance during the COVID-19 pandemic is workload. Unbalanced

distribution of workload is very common in government agencies. The workload can be defined as the work responsibility that is being carried out by each ASN with a certain time limit to complete it. In government agencies, the workload borne by each ASN must be evenly distributed to produce maximum performance. When the workload only accumulates on one party, it will automatically influence the quality of work, quantity of work, and efficiency of working time, all of which can be a bad report card for the performance of ASN and the performance of government agencies. In addition, an unbalanced load will also cause ASN to tend to feel tired both physically and non-physically which in the end excessive fatigue will lead to the health of the ASN. With the accumulation of workloads on one side, of course, it will also have an impact on the time burden possessed by the ASN where the ASN has almost no free time to monitor the results of their work so that they are following the predetermined quantity and quality standards.

Another factor that affects work motivation and has an impact on ASN performance is communication. In government institutions, communication must be maintained both between ASN and between ASN and the leadership so that the goals of the organization can be achieved. Maintaining communication within the government is very necessary because, with good communication, every problem that is being faced will have a good and fast solution. The smooth flow of information within an organization has an impact on positive reception from subordinates in the form of understanding orders, and work responsibilities. During this COVID-19 pandemic, communication is an obligation in maintaining good performance. It is very important to improve two-way communication to improve the quality of work during the COVID-19 pandemic.

2. LITERATURE REVIEW

ASN Performance

Civil servants (ASN) performance is the most important point in an organization because the good and bad of an organization can be determined by the performance of the ASN. For ASN, performance is regulated in Government Regulation No. 30 of 2019. The regulation explains in detail the aims and objectives from performance to performance appraisal. In the government regulation, ASN performance is defined as the work achieved by each ASN in a work unit/institution following the employee assessment (SKP) and work behavior. Therefore, every ASN is required to always be able to produce a good performance for the institution where they are sheltered even though they are faced with various obstacles and obstacles. This is because the performance of ASN as a member in government organizations has always been in the spotlight for many publics.

ASN performance as defined by Andriansyah, Mukhlis, and Musnadi (2021) mentions ASN performance as the achievement of an employee or ASN in an organization or company that can improve the quality and quantity of work as expected. During the COVID-19 pandemic, almost all of the performance produced by ASN decreased. ASN is not able to display maximum performance due to government policies regarding WFH not being followed by detailed technical rules so that ASN can work effectively from their respective places of residence (Dwijayanto & Vebri, 2020). Not satisfying the performance of ASN during the pandemic is also proven from the results of research conducted by (Wuri, 2021) where he found the results that during the covid 19 pandemic, the performance of ASN from public perception was not satisfactory this was caused by adjustments to the covid-19 protocol so that it seemed that friendliness and the way to treat the public or the community was not optimal.

Work Motivation

Robbins and Judge (2017: 222) mentions motivation as a process that explains the intensity, direction, and persistence of an individual to achieve his goals. Intensity relates to how hard a person tries. Fachreza, Musnadi, and Shabri (2018) Motivation is an important determinant of individual achievement in addition to skills, abilities, and experience. Sari, Faisal, and Majid (2019) reveal motivation is a tendency (a trait that is the subject of conflict) in a person that arouses attitudes and directs his actions. Hitka, Štarchoň, Čaha, Lorincová, and Sedliačiková (2021) said that during the COVID-19 pandemic, work motivation did not only depend on psychological aspects but also economic aspects. This is because they are worried about safety and health while working and can provide certainty that their basic needs will be fulfilled in supporting life during the COVID-19 pandemic.

Motivating employees while they are at work and when they are working from home presents different challenges. Therefore, every company must establish a policy to support the safety and security of its employees in continuing the company's operations (Wolor, Solikhah, Susita, & Martono, 2020). Alim, Ongkojoyo, and Chandra (2021) mention that there are 2 (two) dimensions that affect ASN work motivation during the COVID-19 pandemic, namely (1) maintenance factors consisting of company policies, supervision, interpersonal relationships, and salaries. (2) satisfying factors consist of achievement, recognition, the work itself, responsibilities, and opportunities to advance. (Umpung, Pertiwi, Ester, and Korompis, 2020) state that there are 4 (four) factors that influence ASN to work motivation during the COVID-19 pandemic, namely (1) compensation, (2) working conditions, (3) policies, and (4) interpersonal relationships.

Workload

A workload is some activities that must be completed by a worker within a certain period. Workload refers to the number of activities that must be prepared by an individual or group of people during a predetermined period (Sari et al., 2019). Workload by Ratnasari (2017) is the quantity of work that a person is responsible for. Whereas Hardono, Nasrul, and Hartati (2019) define workload as a series of activities that must be completed by an organizational unit or position holder within a certain period. The burden depends on how the person works and completes it. So, the workload can be defined as the ability of humans to accept and complete the work (Prihatini, 2007) (Semaksiani, Handaru, & Rizan, 2019).

The workload charged to ASN can be categorized into three conditions, namely a workload that is following standards, a workload that is too high, and a workload that is too low. The demands of a job or a combination of jobs include maintaining a stable attitude, taking physical action, and doing cognitive work (Semaksiani et al., 2019). Every workload received by a person must be appropriate and balanced both with physical abilities, cognitive abilities, and human limitations who receive the burden (Semaksiani et al., 2019). The ministry of apparatus regulation (ministry of apparatus) mentions workload as a group of tasks or jobs that must/can be completed within a certain time (Work weight = work volume x time norm). Meanwhile, the ministry of home affairs regulation states that workload is the amount of work that must be carried out by a position/organizational unit and is the product of the work volume and the time norm. The workload in the Decree of the Head of the State Apparatus is determined based on the tasks and functions of the organizational unit which is described in detail of tasks completed within a certain

period. From these regulations, it is known that the workload of each ASN is regulated systematically to obtain information regarding the level of effectiveness and efficiency of the organization's work based on the volume of work.

Communication

The success of an organization requires a combination of certain traits and characteristics, one of which is communication. Good communication in an institution will be able to build good teamwork because communication is the basis of the quality of teamwork components (Purba et al., 2020). Communication refers to the overall appearance of personality, temperament, culture, and environment. Communication that is built in an organization must meet qualities such as clarity, honesty, purity, precision, conciseness, piety, dignity, harmony, skill, and so on (Urea & Muscalu, 2012). Therefore, communication harmony is very important to be maintained in every organization. Communication is a way of delivering information both in oral and written form and communication is the key to increasing motivation because of the interaction between the message and the recipient of the message so that understanding is needed between both parties (Fatmawati & Widyatmojo, 2018).

Effective and efficient performance in an organization is very dependent on the effectiveness of the communication built within the organization. Good communication will also know how the progress of the work being done. Therefore, every organization needs to be able to build good communication between superiors and subordinates as well as between co-workers. Speaking, listening, and having the ability to effectively or efficiently understand verbal and nonverbal meanings is one of the most important skills that every leader must possess to support or maintain effective communication in an organization which is a prerequisite for performance improvement and business growth (Kalogiannidis, 2020).

With good communication, the information received will be good too. The smooth flow of information within an organization will have an impact on positive responses from subordinates in the form of understanding orders and work responsibilities. It is important to note that business information has no relevance if it is not communicated effectively between different stakeholders in an organization (Kalogiannidis, 2020). Good communication will have a positive impact on work motivation and employee performance (Rukmana, Sopiah, & Nora, 2018).

Research Framework and Hypothesis

In the theoretical and previous research descriptions above, the framework for this research is as shown below:

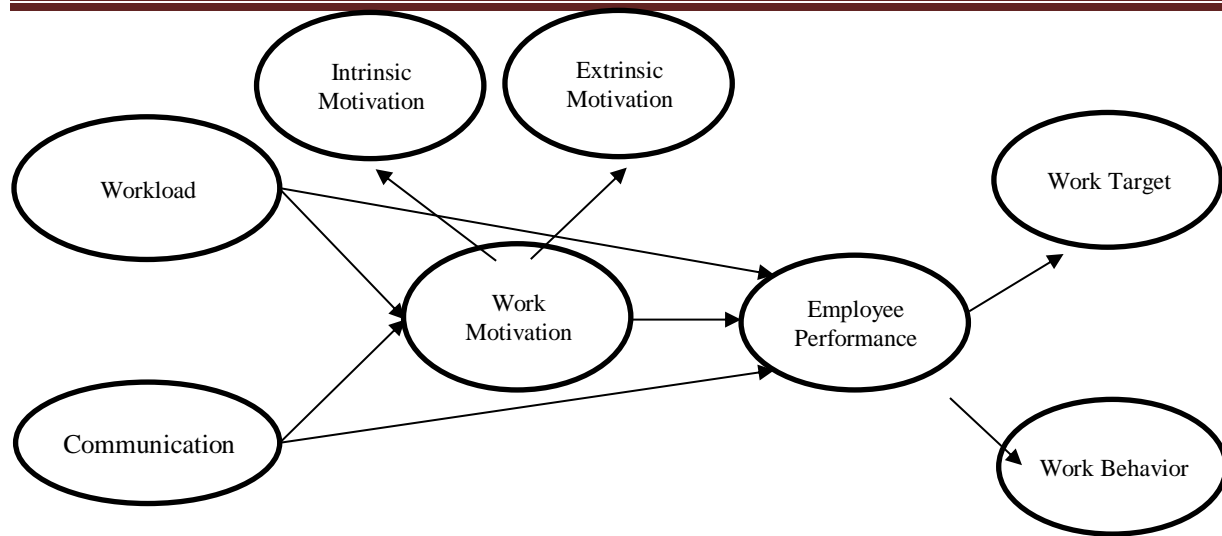


Figure 1. Research Paradigm

Descriptive Hypothesis

Ha₁ : Workload, Communication, Work Motivation, and ASN Performance During Covid-19 Have Been Good.

Direct Hypothesis

- Ha₂ : Workload Affects Work Motivation
- Ha₃ : Communication Affects Work Motivation
- Ha₄ : Workload Affects ASN Performance
- Ha₅ : Communication affects ASN Performance
- Ha₆ : Work Motivation Affects ASN Performance

Indirect Hypothesis

- Ha₇ : Work Motivation Mediates Workload effect on ASN Performance
- Ha₈ : Work Motivation Mediates Communication effect on ASN Performance.

3. METHOD

This research was conducted on the government in Aceh Selatan during the COVID-19 pandemic in the year of 2021. The research objects were workload, communication, work motivation, and ASN performance. In this research, the mediation variable was work motivation. The population was all ASN in the Aceh Selatan government, totaling 5608 people. The sampling technique used was probability sampling with Stratified Proportional Random Sampling. Slovin formula was used to determine the number of samples and provided 373 people as respondents. Based on the number of civil servants in Aceh Selatan District, the sample is shown below:

Table 1. Number of ASN in Aceh Selatan District Government

No.	Number of ASN by Group	Population			Sample Proportion	Sample
		L	P	Jlh		
1	Group IV	619	662	1281	$\frac{1281}{5608} \times 373$	85
2	Group III	1134	1938	3072	$\frac{3702}{5608} \times 373$	205
3	Group II	643	581	1224	$\frac{1224}{5608} \times 373$	81
4	Group I	27	4	31	$\frac{31}{5608} \times 373$	2
Total Research Sample		2423	3185	5608		373

Source: Processed data (2021)

In this research, data was collected by distributing questionnaires which were conducted online where the questionnaires were linked to the google form application which can be accessed via https://bit.ly/riset-zubir_efendi. The distribution of the questionnaire link to respondents was carried out through short message applications, namely SMS and WhatsApp. The variable measurement indicators used in this research are as shown in table 2 below.

Table 2. Operational Variables

No	Variables	Variable Definition	Dimension	Indicator
1	Employee Performance (Z)	The work achieved by each civil servant in the organization/unit is following the SKP and work behavior PP 30/2019	▪ Work Target	1. Quality of Work 2. Quantity Work 3. Time of Work 4. Cost Pp 30/2019
			▪ Work Behavior	1. Service Orientation 2. Integrity 3. Commitment 4. Discipline 5. Cooperation 6. leadership
2	Work Motivation (Y)	This is due to the needs and desires that exist within employees, internal motivation is also an impulse that comes from within a person. (Hagemann, 2013)	▪ Intrinsic Motivation	1. Desire and desire to succeed 2. There are drives and needs 3. The existence of hopes and ideals 4. Awards are given 5. Career development (Hagemann, 2013)

No	Variables	Variable Definition	Dimension	Indicator
			▪ Extrinsic Motivation	<ol style="list-style-type: none"> 1. There are awards 2. There are interesting activities 3. A conducive work environment 4. There is encouragement from the closest people 5. Expected compensation (Hagemann, 2013)
3	Workload (X ₁)	<i>The number of activities that must be completed by a person or group of people during a certain period under normal circumstances.</i> (Hariyanto, 2004)		<ol style="list-style-type: none"> 1. Difficulty level 2. Overtime 3. Responsibilities 4. Jobs do not match skills 5. Working conditions (Hariyanto, 2004)
4	Communication (X ₂)	The ability to effectively or efficiently understand verbal and nonverbal meaning is one of the most important skills that every leader must possess to support or maintain effective communication in the organization which is a prerequisite for performance improvement and business growth (Kalogiannidis, 2020)		<ol style="list-style-type: none"> 1. Maintain Language 2. Knowledge sharing 3. Discuss 4. Listening to suggestions 5. Information sharing 6. Information flow 7. Knowledge of the task 8. Access important information 9. Feedback 10. Discussion with superiors (Kalogiannidis, 2020)

Source: Processed Data (2021)

Descriptive hypothesis testing was done using SPSS statistical equipment, Direct hypothesis testing was done using the SEM AMOS application, and indirect hypothesis testing was done using the Sobel calculator.

4. RESULTS

Descriptive Hypothesis

Descriptive hypothesis testing is intended to determine the condition of each variable in this research. The respondents' perceptions of each variable is shown in table below.

Table 3. Respondents' Perceptions

No	Variable	Average	Cut off	Information
1	Employee Performance (Z)	3.91	3.41	Good
2	Work Motivation (Y)	3.91		Good
3	Workload (X1)	3.39		Not Good
4	Communication (X2)	4.10		Good

Source: Processed Data (2021)

Based on the data in Table 3 shows the respondents' perceptions of each variable. From the table above, it is also known that the workload variable has a lower value than 3.41, which is 3.39. While the variables of ASN performance, work motivation, and communication are already above 3.41. The next step is statistical testing using a one-sample T-test using a significant value ($\alpha = 5\%$) and a cut-off value of 3.41.

Table 4. One-Sample T-Test

	Test Value = 3.41					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Workload	86.428	372	.000	13.550	13.24	13.86
Communication	154.094	372	.000	37.603	37.12	38.08
Work Motivation	124.552	372	.000	35.654	35.09	36.22
Employee Performance	129.082	372	.000	35.735	35.19	36.28

Source: Processed Data (2022)

The results of the one-sample t-test with test value = 3.41 it is known that all variables show sig values. (2-tailed) of $0.000 < 0.05$. From the test results, it can be seen that the variables of ASN performance, work motivation, and communication are good. Meanwhile, the workload variable is not good. With this, it can be concluded that the results of the descriptive hypothesis testing (Hypothesis 1) are rejected where H_0 is accepted and H_a is rejected.

Direct Hypothesis

The results of data processing for research model analysis are as shown in Figure 1 below:

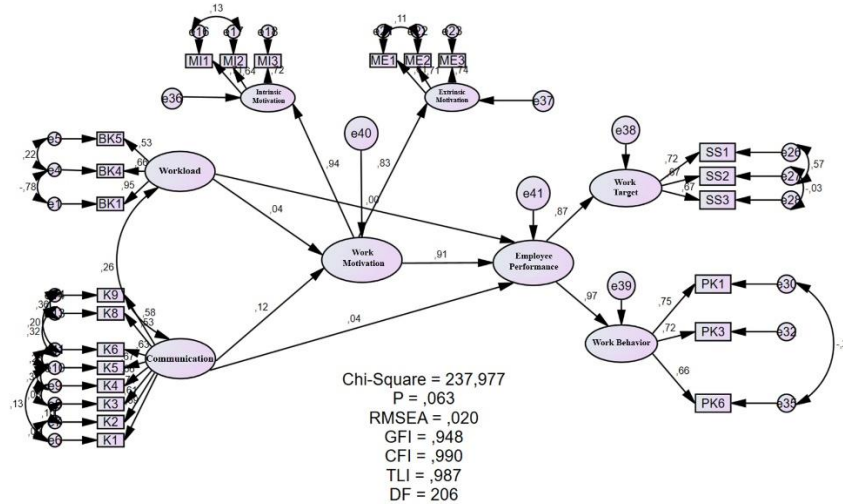


Figure 2. Full SEM Model

Based on the full SEM model image above, the results of direct hypothesis testing are obtained as presented in table 5 below

Table 5. Regression Weight

			Estimate		S.E.	C.R.	P
			Standardized	Unstandardized			
Work Motivation	<--	Workload	,038	,020	,034	,582	,561
Work Motivation	<--	Communication	,118	,142	,086	3,652	,008
Employee Performance	<--	Work Motivation	,906	1,008	,086	11,742	***
Employee Performance	<--	Workload	-,003	-,002	,027	-,069	,945
Employee Performance	<--	Communication	,037	,049	,070	2,699	***

Source: Processed Data (2022)

The results of direct hypothesis testing are in table 5 above, then the statistical equation can be formulated as follows:

$$\text{Work Motivation} = 0.038 \text{ Workload} + 0.118 \text{ Communication}$$

$$\text{ASN Performance} = -0.003 \text{ Workload} + 0.037 \text{ Communication} + 0.906 \text{ Work Motivation}$$

The results of direct hypothesis testing are as described as follows.

The Role of Workload on ASN Work Motivation in Aceh Selatan During the Covid-19 Pandemic (Hypothesis 2)

From the results of testing the role of workload on the work motivation of ASN Aceh Selatan, the critical ratio (C.R) value is 0.582, which is smaller than the cut-off value of 1.96. The probability value is 0.561 where this value is greater than the cut-off value of 0.05. These values mean that hypothesis 2 is rejected. These results prove that the workload has no effect on the work motivation of Aceh Selatan District ASN during the Covid-19 pandemic. The results of this test are in line with the results of previous research conducted by (Hardono et al., 2019) and (Anita et al., 2019). The results of this test also reject the results of tests that have been carried out by previous researchers such as (Sinambela, 2021), (Zulpan, Adam, & Faisal, 2020), (Pranaputra & Aima, 2019), and (Sari et al., 2019) where their research results show that workload affected ASN work motivation.

The results of this test indicate that during the COVID-19 pandemic, the workload received by every ASN in the Aceh Selatan government was not able to increase work motivation. This happens because the workload borne by each ASN in the Aceh Selatan Government environment tends to be uneven where most agencies tend to pile the workload on only certain people who are considered to have the ability and ability to do it. The same thing happened to the Aceh Selatan district government, especially during the COVID-19 pandemic. In addition, an unbalanced load will also cause ASN to tend to feel tired both physically and non-physically which in the end excessive fatigue will lead to a decline in the health condition of the ASN.

Another impact of the unbalanced distribution of workloads between ASN Government of Aceh Selatan in the same field will also reduce work motivation for these ASNs where the problem will start from social jealousy owned by the ASN. As is well known, the amount of income from net salary or other benefits has the same value between ASN who have the same class and position. However, the workload of each ASN is certainly not the same. In addition, the unbalanced workload carried between ASN will be able to cause disharmony in the workplace so that it will have an impact on decreasing work motivation and performance of the ASN.

Based on the respondent's perception, it is known that the things that cause the workload not to affect work motivation can be seen in the indicators of the level of work difficulty that has not been resolved properly, the working conditions experienced are not good enough to be done, the workload is not following the main tasks of the each ASN. To improve these things, it is very important for the leadership ranks in each agency within the Aceh Selatan District Government to re-evaluate and map the workloads of each ASN in their environment so that the distribution of workloads can be more evenly distributed following their capabilities by ASN.

Especially in this COVID-19 condition, it is very important to distribute the workload, given the limitations and risks that have a direct impact on life, both directly for the ASN's life and the family life of the ASN itself. Apart from that, to increase ASN work motivation during the COVID-19 pandemic, compensation needs to be given following the workload they carry. Apart from compensation, it is also necessary to provide guarantees for safety or guarantees for families in the form of guarantees for treatment, guarantees for protection, as well as other guarantees for the risks of work carried out by each ASN so that the sense of concern that ASN has over their safety can be slightly eased due to the presence of guarantee from the institution where they are sheltered. Apart from that, the leadership must also improve the facilities they have in their institutions,

especially in the form of laptops and internet quota. This is very necessary considering the limited work area where most of the workload must be completed not from the office but home. With adequate facilities, it will certainly make it easier for every ASN to be able to complete all his workloads so that the level of difficulty they have will be reduced.

The Role of Communication on ASN Work Motivation in Aceh Selatan During the Covid-19 Pandemic (Hypothesis 3)

The H3 test, namely the role of communication on the work motivation of ASN in Aceh Selatan during the Covid-19 pandemic, obtained a C.R value of $3.652 > 1.96$ and a P value of $0.008 < 0.05$. The results of this test prove that communication has a significant effect on the work motivation of Aceh Selatan District ASN during the covid-19 pandemic. The magnitude of the role of communication affecting work motivation is 0.118 or 11.8%. This means that if the communication is better, it will increase the work motivation of ASN in the Aceh Selatan by 11.8%. The results prove that Hypothesis 3 is accepted. The results of this research are in line with the research by (Andriansyah et al., 2021), (Muslih, 2020).

During this covid-19 pandemic, communication is a very mandatory and very important activity to carry out, especially for ASN who are carrying out work from home due to the impact of covid-19. This communication is not only carried out to find out the progress of work, obstacles, and obstacles faced, but it is also important in the form of paying attention to the development of ASN conditions that are being affected by COVID-19, as well as to provide moral support to ASN. Apart from that, effective communication will also be able to share knowledge between superiors and subordinates as well as fellow ASN. This attention and support will certainly have an impact on increasing motivation for ASN directly.

Internal communication plays a very vital role in the implementation of all motivational practices. Effective communication will be able to increase ASN work motivation in an organization (Rajhans, 2009) (Rukmana et al., 2018). (Rukmana et al., 2018) also mentions that when communication between superiors and subordinates is effective, there will be the same interpretation of information, ideas, thoughts, and behavior. The boss will know every wish from his subordinates and every subordinate will also know what his boss wants related to work.

Based on the perception of respondents in this research, it is known that good communication needs to be continuously improved and maintained. In building good communication, it is very necessary to maintain good language in interacting. With good communication, it will be easier for the leadership ranks to monitor the progress of the work of each of their ASN so that the obstacles and obstacles they are facing will quickly find solutions. Every leader in the Aceh Selatan government agency needs to increase ASN knowledge of the nature of the tasks that will be given to them by communicating intensively with them so that the implementation process can be carried out smoothly because before assigning tasks to each ASN, especially for ASN who are carrying out their duties from home already know the characteristics of the work they will do. With these improvements, it is hoped that they will be able to further increase the overall work motivation of ASN so that the targets and goals of their organization can be achieved. Apart from that, various information between fellow ASN will be able to be a trigger in increasing work motivation for every ASN in the Aceh Selatan District Government.

The Role of Workload on ASN Performance in Aceh Selatan During the Covid 19 Pandemic Period (Hypothesis 4)

The results of testing hypothesis 4, namely the role of workload on the performance of ASN in Aceh Selatan during the Covid-19 pandemic, obtained a C.R value of $-0.069 < 1.96$ and a probability value of $0.945 > 0.05$. These values prove that Hypothesis 4 is rejected. These results found that the workload did not affect the performance of the Aceh Selatan District ASN during the covid-19 pandemic. Even the test results produce a negative value, which means that every time there is an increase in the workload, it will have a negative impact on the overall ASN performance. The results of this research are in line with the research by (Fauzan, Suwarsi, & Roosallyn, 2021), (Wardoyo, 2021), (Wahyuni, Musnadi, & Faisal, 2020), (Danendra & Rahyuda, 2019), and (Rolos, Sambul, & Rumawas, 2018) where the results prove that workload does not affect ASN performance.

The accumulated workload will result in the ineffectiveness and efficiency of the work obtained. Moreover, during the COVID-19 pandemic, the unequal distribution of workloads among ASN will result in the inability to realize work following the expectations that have been set where ASN has almost no free time to monitor the results of their work to comply with the required quantity and quality standards. has been determined. Apart from that, the impact of Covid-19 has limited the space for the ASN movement in Aceh Selatan so it becomes an obstacle for ASN in solving it.

Many negative impacts can be caused by excessive workload, one of which is the effects of physical and mental fatigue and emotional reactions such as headaches, indigestion, and irritability. While a workload that is too low will cause a sense of boredom. This has the potential to be detrimental to an organization because it will cause a decrease in the performance of the ASN. Therefore, every leader must evaluate the workload that is carried out by all his subordinates so that the goals of good ASN performance can be realized. This is because every ASN owned in an organization is the most important factor in achieving the goals of the organization.

Therefore, the leaders in the ranks of the Aceh Selatan Government must pay close attention to the distribution of the workload for ASN. The Aceh Selatan Government must also educate about their respective responsibilities, especially during the Covid-19 pandemic, even though it is being hit by various limitations, every ASN must continue to fulfill its obligations or responsibilities as a civil servant. The leadership of the Aceh Selatan government agencies must improve the abilities of all their ASN by providing opportunities to participate in self-development programs so that they have adequate abilities, so the workload given will not be difficult to complete.

Based on the perception of respondents in this research, it is known that giving an excessive workload during the covid-19 pandemic will have an impact on the inability of ASN to give birth to new ideas in improving work and helping others in completing work. Excessive workloads will make it difficult for ASN to complete it on time due to limited space as a result of the impact of the COVID-19 pandemic. Therefore, it is mandatory for every leader in every government agency of Aceh Selatan to carefully consider every aspect in the distribution of workloads so that ASN performance can be displayed optimally both in quality and quantity.

The Role of Communication on ASN Performance in Aceh Selatan During the Covid 19 Pandemic Period (Hypothesis 5)

The results of testing hypothesis 5, namely the influence of communication on the performance of ASN in Aceh Selatan during the covid-19 pandemic, resulted in a C.R value of $2.699 > 1.96$ and a probability value of $0.000 < 0.05$. These values can be interpreted as hypothesis 5 is accepted. These results indicate that communication has a significant effect on the performance of Aceh Selatan District ASN during the COVID-19 pandemic. The magnitude of the effect of communication on the performance of Aceh Selatan District ASN during the COVID-19 pandemic was 0.037 or 3.7%. This means that if the communication that is established is getting better, it will be able to increase performance by 3.7%. The results of this research are in line with the research by (Andriansyah et al., 2021), (Bintar, Yunus, & Musnadi, 2020), (Idayanti, Ayu, & Piartrini, 2020), (Muhammad, Musnadi, & Darsono, 2018), (Soelton, Pebriani, Umar, Triwulan, & Wilantara, 2018) where they also prove that communication has a positive impact on improving the performance of ASN.

During this COVID-19 pandemic, communication is an obligation in maintaining good performance. This is done because of the limitations that occur because of this covid so that with good communication, of course, the progress of the work can be known. Moreover, in government circles, even though there have been restrictions on working hours, the targets that have been determined must be realized. Therefore, every unit in a government organization must always build effective communication and maintain communication between each other as well as communication between subordinates and superiors to remain conducive and smooth so that the work being carried out can be completed properly.

Based on the results of respondents' perceptions in this research and field observations, it is shown that to improve the performance of ASN, it is important for the leadership ranks to continue to direct all their ASN to continue to maintain and establish good communication between superiors and subordinates as well as among ASN. It is also required for all ASN to share the information they have with each other so that they can help others in completing their work. Two-way communication between leaders and subordinates must always be maintained and continuously improved so that the work implementation process can run smoothly. Every leader must always transmit the information and knowledge they have gained to all of their ASN. The leadership ranks must also always ensure that every ASN has the right to continuous access to important information.

The Role of Work Motivation on ASN Performance in Aceh Selatan During the Covid-19 Pandemic Period (Hypothesis 6)

The results of testing hypothesis 6, namely the role of work motivation on the performance of ASN in Aceh Selatan during the covid-19 pandemic, obtained a C.R value of $11.742 > 1.96$ and a P value of $0.000 < 0.05$. These values indicate that hypothesis 6 is accepted. These results indicate that work motivation significantly affects the performance of Aceh Selatan District ASN during the COVID-19 pandemic. The magnitude of the influence of work motivation on the performance of ASN is 0.906 or 90.6%. The results of this research are in line with the research by (Andriansyah et al., 2021), (Sinambela, 2021), (Fahlevi, Mahdani, & Sofyan, 2021), (Aulia, Musnadi, & Faisal, 2020), (Sunardi, Adam, & Putra, 2020), (Pranaputra & Aima, 2019), (Sari et al., 2019), (Anita et al., 2019) and (Pang & Lu, 2018) where the results also prove that work motivation has a significant effect on the performance of ASN.

The results of this research prove that in the Aceh Selatan Government environment if the work motivation of each ASN is getting better, especially during the COVID-19 pandemic, the better ASN performance will be. Based on the results of the study, it is shown that increasing motivation both intrinsically and extrinsically is very important to be carried out by the leadership of the Aceh Selatan government agencies. Based on the results of respondents' perceptions, overall they have given good responses to work motivation, both intrinsic motivation, and extrinsic motivation. However, all levels of leadership must continue to improve their ASN work motivation. This is important because motivation is an adjective that is manifested in actions and the ups and downs of ASN work motivation can occur at any time, depending on the circumstances felt by the ASN at that time. Therefore, the leadership ranks of the Aceh Selatan government agencies need to continue to strive to maintain and increase the level of work motivation of Aceh Selatan ASN, especially during the COVID-19 pandemic.

The efforts that must be made are providing guarantees for career development for all ASN, giving awards for the achievements produced, providing opportunities for all ASN to be able to take part in self-development programs, creating a conducive work environment, especially during this COVID-19 pandemic. with a conducive environment will provide a sense of comfort and security for all ASN in carrying out their duties. Another important thing to be done by the leadership of the agency is to give trust and responsibility for the main job duties carried out by each ASN. Apart from that, it is also necessary for the leadership to provide a special budget for guarantees or compensation for ASN and their families who are being affected by the COVID-19 pandemic.

Indirect Hypothesis Testing (Mediation)

The Role of Workload on ASN Performance in Aceh Selatan During the Covid 19 Pandemic Period Through Work Motivation (Hypothesis 7)

To find out the mediation effect of work motivation on the workload effect on ASN performance in Aceh Selatan during the COVID-19 pandemic, this research used the help of a Sobel test calculator using an unstandardized estimate value. The test result for hypothesis 7 is shown below.

Input:		Test statistic:	Std. Error:	p-value:
a	0.020	Sobel test: 0.58749589	0.03431513	0.55687071
b	1.008	Aroian test: 0.5853746	0.03443949	0.55829586
s _a	0.034	Goodman test: 0.58964042	0.03419033	0.55543175
s _b	0.086	Reset all	Calculate	

Figure 3. Sobel Result of Hypothesis 7

From the results of testing the indirect hypothesis of the role of workload on the performance of ASN in Aceh Selatan during the COVID-19 pandemic through work motivation, it shows a statistical test value of $0.587 < 1.96$ and a p-value of $0.556 > 0.05$. These results found that hypothesis 7 is rejected. This proves that work motivation does not mediate the effect of workload on the performance of ASN in the Aceh Selatan during the COVID-19 pandemic. From the direct influence, it is also known that the test produces a negative value which can be interpreted if the

ASN workload increases, the performance that can be achieved by the ASN will decrease.

The factor that causes the workload to have no role in the performance of ASN either directly or through work motivation is due to the excessive level of workload. Another factor is because ASN considers the lack of fairness in the distribution of workloads where almost part of the workload is concentrated on certain people. Many ASN also considers the workload they carry is not the main task of the main duties and functions in their field of work. Another factor is that the COVID-19 pandemic has created obstacles for ASN in completing work.

The leadership ranks of the Aceh Selatan government agencies need to conduct a thorough evaluation of the workload of each of their ASN. In addition, it is also necessary to conduct a comprehensive mapping of the distribution of the workload for ASN by taking into account the main functions of each ASN and considering their level of ability, and considering the conditions of the COVID-19 pandemic. These things are important to do so that the performance produced by each ASN can be maximized and the overall government goals can be realized during the COVID-19 pandemic.

The Role of Communication on ASN Performance in Aceh Selatan During the Covid 19 Pandemic Through Work Motivation (Hypothesis 8)

The results of testing the hypothesis 8 are the communication effect on the performance of ASN Aceh Selatan during the COVID-19 pandemic through work motivation is shown below.

Input:		Test statistic:	Std. Error:	p-value:
a	0.142	Sobel test: 2.63501885	0.08754394	0.0020451
b	1.008	Aroian test: 2.62921499	0.08785581	0.00326751
s _a	0.086	Goodman test: 2.64088518	0.08723097	0.00082125
s _b	0.086	Reset all	Calculate	

Figure 4. Sobel Result of Hypothesis 8

Based on the results of testing the indirect hypothesis of the influence of communication on the performance of ASN in Aceh Selatan through work motivation, the results of the statistical test were $2.635 > 1.96$ and the p-value was $0.002 < 0.05$. These results reveal that hypothesis 8 is accepted or work motivation mediates the effect of communication on ASN performance in Aceh Selatan during the covid-19 pandemic. The results of this research are in line with the research by (Andriansyah et al., 2021), (Sinambela, 2021), and (Muhammad et al., 2018) where the results also prove that work motivation can mediate the effect of communication on ASN performance.

Based on the results of the calculation of the significance for path C' using the Sobel test, it can be visually depicted a chart for all lanes A, B, C, and C' for testing the indirect effect of communication on the performance of ASN Aceh Selatan during the COVID-19 pandemic through work motivation as shown in the following picture.

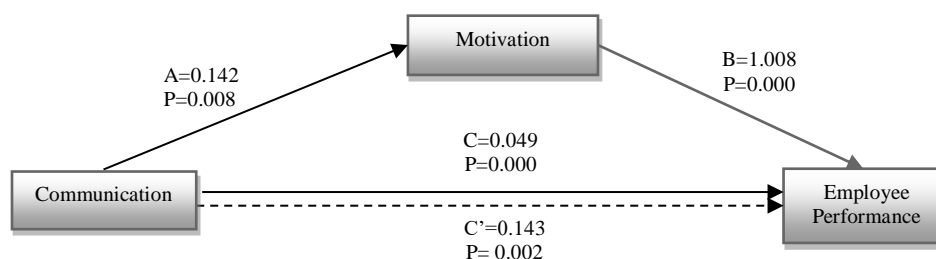


Figure 5. Mediation Effect of Hypothesis 8

Based on Figure 5 above, it explains that the communication variable on motivation explains the path coefficient value A has a value of = 0.142 and a value of $p = 0.008 < 0.05$. The value of the path B coefficient or the effect of work motivation on ASN performance has a value of 1.008 and a p -value = $0.000 < 0.05$. The relationship between communication and ASN performance explains that the path coefficient value of C has a value of = 0.049 and a value of $p = 0.000 < 0.05$. and path C' or the communication relationship to ASN performance through work motivation has a value of = 0.143 ($0.142 \times 1.008 = 0.143$) and p -value = $0.002 < 0.05$.

The test results above show that paths A, B, C, and C' are significant. This result is often referred to as partial mediation, in other words in this research work motivation acts as partial mediation. The magnitude of the mediation role of work motivation on the role of communication on the performance of ASN Aceh Selatan during the COVID-19 pandemic is 0.143 or 14.3%. To achieve performance in line with expectations is not as easy as the theories expressed by many experts. Many factors need to be carefully considered. One of the most important factors is the existence of good two-way communication between leaders and subordinates as well as good communication between fellow ASN. The smooth fabric of this communication will result in a smooth flow of information received by all parties so that all obstacles in the implementation of the work can be immediately found in the process of solving them. So that good communication will improve the performance of ASN. Apart from that, with good communication, it will be able to grow ASN work motivation so that in the end it will be able to improve overall ASN performance.

5. CONCLUSION

Based on the results of research on the ASN of the Aceh Selatan Government during the Covid-19 pandemic, the following conclusions can be drawn:

1. Descriptive hypothesis testing shows that communication, work motivation and ASN performance COVID-19 pandemic in Aceh Selatan has been in good scores where the mean value of respondents' perceptions of each of these variables is greater than 3.41 and the probability value is $0.000 < 0.05$. But not for the workload variable because it is obtained poor results where the average value of the respondent's perception is 3.39 which is smaller than the cut-off value of 3.41.
2. The workload does not affect work motivation, communication affects work motivation, workload does not affect ASN performance, communication affects the ASN performance,

work motivation affects ASN performance, work motivation does not mediate the workload effect on ASN performance, and work motivation mediates the communication effect on ASN performance.

3. In the model, the work motivation has been proven as the partial mediator in the model of work motivation mediates the communication effect on ASN performance.
4. In general, it is proven that the model for improving ASN performance during the Covid-19 Pandemic in Aceh Selatan is the functions of effective communication and work motivation improvement. This finding can be used as a reference for academics and further researchers to develop it by adding new variables.

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