



Work Motivation Affects the Performance of Health Workers

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ABSTRACT

Work motivation as a driving force that causes a person to be willing and willing to direct the ability of energy and time in order to achieve goals and the performance of health workers serves as a benchmark for health services so it is necessary to study performance in order to maintain and even improve the quality of services Health workers have an important role as public health development. This literature review aims to determine the relationship between work motivation and the performance of puskesmas health workers. This type of research is literature review research, the articles used were obtained from PubMed and Google Scholar with articles published starting from 2016-2023. The number of journal articles was 10 articles analyzed. The results of the study showed that there was a relationship between work motivation and the puskesmas health workers. It can be interpreted that work motivation has a positive and significant effect on workforce performance, work motivation is depressed by the work enthusiasm of health workers in order to improve service quality.

Keywords: *Health Workers, Performance, Work Motivation*

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INTRODUCTION

The Community Health Center or commonly known as the puskesmas is one of the most important public health service facilities in Indonesia (Alsan dkk., 2021; Baker dkk., 2021). The performance of health workers including doctors, nurses, midwives, nutritionists, pharmacists, and other components within the puskesmas is very important to realize quality services in accordance with the objectives of the Ministry of Health of the Republic of Indonesia (Bastien dkk., 2022; Chou dkk., 2020). Factors that influence performance include leadership factors, personal factors including motivation, discipline

and skills, system factors and situational factors or work environment (Cottrell dkk., 2019; Denno dkk., 2021).

Motivation is a driving factor for achieving a quality service, especially in the health sector. Of course, the success of the puskesmas in running the program is influenced by the availability of human resources (HR), in this case Civil Servants (ASN), which are balanced between health workers and promotion and prevention staff (Deussom dkk., 2022; Epstein dkk., 2019). The important role that health workers play in building community and health system resilience impacts on the proper functioning of the health system, thus increasing the economic scope of health services (Gashaw dkk., 2020; Heffernan dkk., 2021).

The health system has made significant progress thanks to growing political will and resource mobilization as part of a wider effort to strengthen and fully fund the health system. Efforts to train health workers have yielded remarkable results. Many countries have successfully overcome their health workforce challenges, leading to results (Kok dkk., 2021; Lange dkk., 2020). Health workers are still a problem in Indonesia, especially in underdeveloped areas. This can be seen in underdeveloped areas (Lattie dkk., 2020; Lesco dkk., 2019). This can be seen from the 4 main themes, namely professional, personal and professional financial assistance, education and regulation. One of the policies from WHO states that the retention of health workers needs to be maximized, especially in rural areas and services (Li dkk., 2023; Lin dkk., 2023).

Puskesmas as a public institution can also experience an increase or decrease in employee performance (Mills-Finnerty dkk., 2023; Musoke dkk., 2019). The number of puskesmas programs that need to be implemented requires that all puskesmas employees have high productivity (Nguyen dkk., 2019; Obasi & Akudinobi, 2020; Tsigebrhan dkk., 2021). The motivation of health workers to work at the Puskesmas is influenced by their physiological needs, job security and appreciation. Physiological needs include conditioning and lighting, working conditions, and wages or salaries paid by organizational employees (health workers) to fulfill their duties and responsibilities. Physiological salary needs include expected salary, additional income (Odimba dkk., 2021; Reilly dkk., 2020)

Physiological needs related to working conditions are as follows: a good working environment and inadequate facilities. Job security affects the level of work motivation (Mann dkk., 2019; Poolsawat dkk., 2020). Occupational safety is the work safety of employees (health workers) is a very important factor that must be considered by the management/organization. Safe working conditions make employees (medical workers) feel comfortable while doing their job, which increases employee productivity. In addition to physiological needs, occupational health and safety and remuneration also affect the work motivation of employees in the health sector, with remuneration for example (O'Donovan dkk., 2021; Pradipto dkk., 2023)

Previous research related to factors that affect the performance of health workers, namely the study of Kindangen et al which proved that there is a significant influence

between motivation and performance of Puskesmas employees. While those who support the link between job satisfaction and the performance of Puskesmas employees, namely in Kusumawati's research which proves that leadership has a positive effect on job satisfaction, job satisfaction has a positive effect on performance and leadership has a positive effect on the performance of health workers (Harmon-Threatt, 2020; Lewis dkk., 2019)

This study aims to obtain an explanation of work motivation on the performance of Puskesmas employees and other health agencies. The results of this study are expected to provide benefits in the form of theoretical benefits and practical benefits. Theoretically, this research is expected to provide scientific contributions, especially in the field of Human Resource Management regarding work motivation and performance and can be used as a theoretical study for further research (Wilkins & Alberti, 2019; Zheng dkk., 2023). Practically, this research is expected to provide implications for the Puskesmas or other health personnel agencies regarding the importance of work motivation in order to realize increased performance so that organizational goals can be achieved (Grifoni dkk., 2021; Handoko dkk., 2020)

RESEARCH METHODOLOGY

Search Strategy

The search strategy for this research is a systematic review that examines articles published from 2016 to 2022. Searches were obtained from various databases such as: PUBMED and Google Scolar. No attempt was made by the authors to specifically search for published articles. The use of the keywords used are the keywords work motivation AND performance of health workers (Mesh) and google scolar.

Inclusion Criteria

Articles published in English, Arabic, Polish and Indonesian. Free Full Text or articles that can be downloaded for free (Open Access). Articles with Cross-Sectional design, the population used is health workers, the exposure or risk factor is work motivation, the outcome or outcome that is measured is the performance of health workers.

Exclusion Criteria

Articles published in Mandarin, Arabic, Spanish, Spanish, Japanese, Polish, Indonesian and French. articles with a cross-sectional design based on statistical test software.

Researcher's Purpose

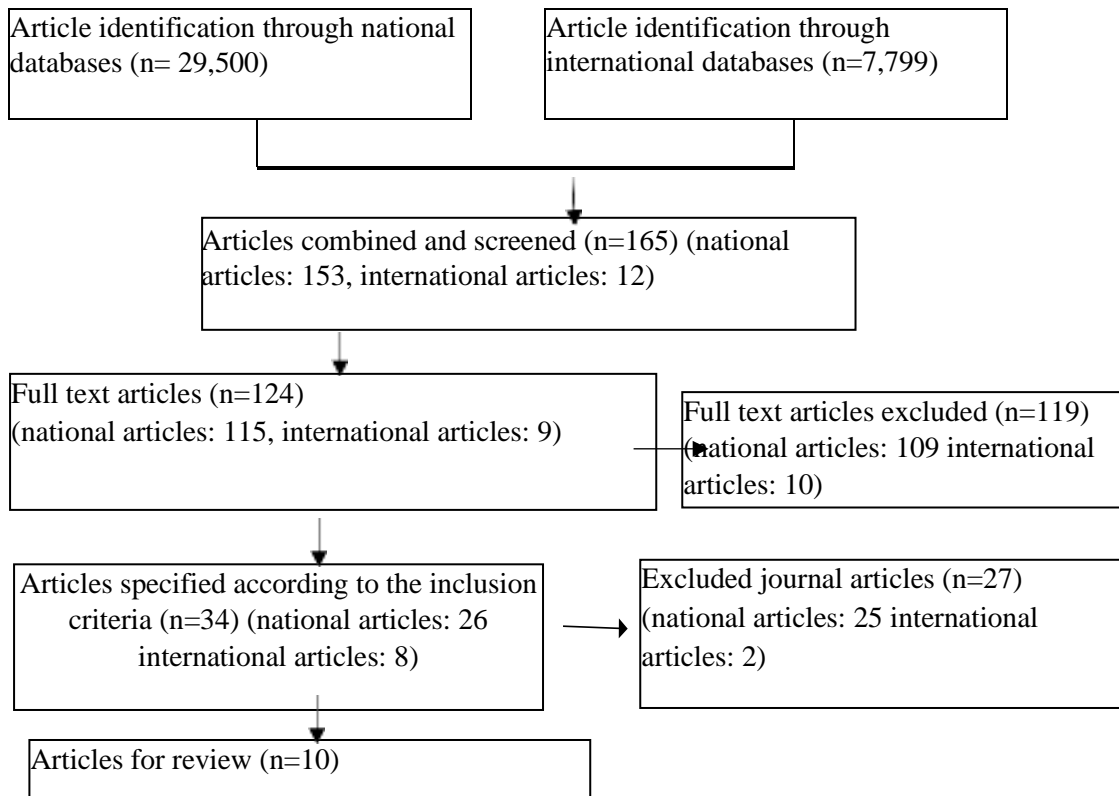
The aim of the researcher is to provide the results of a systematic critical study of the problems that occur in various Arab, Japanese, Spanish, Indonesian and other regions.

Strategy for Quality Assessment and Data Synthesis

All identified studies were assessed independently by all authors for relevance based on title and abstract. Then, the full text version of all relevant possibilities, disagreements among the authors were decided through discussion forums. The filtered

data is presented in a flow table according to PRISMA (Prevered Items Of Systematic Review And Meta-Analysis) items. Most of the articles that are not included in the qualitative criteria will be discussed in this article and used as a source of literature .

RESULT AND DISCUSSION



PRISMA flow diagram for article selection in a systematic review

This literature review uses national and international journals that can be accessed through accredited databases such as Google scholar, Garuda, PubMed, and DOAJ using the keywords work motivation and performance of health workers or work motivation and performance of health workers and puskesmas. These keywords are connected by using AND to get the relevance and specifications needed by researchers. The inclusion criteria used by researchers to limit the articles or journals used are limited search years from 2016 - 2022, journals have the same title or content as the research objectives, are full text, and are related to work motivation.

The exclusion criteria are (1) the article or journal has an incomplete structure; (2) in the form of reviews or article reviews. Based on search results through Google scholar using the keywords work motivation and performance of health workers, researchers found 29,500 articles. Then for search results through PubMed the researcher found 7,799 articles. The articles that have been obtained are then combined and screened, the researchers get 165 articles. Then the full text articles were obtained as many as 124 articles. The journal articles were re-specified according to the

objectives of the researchers, namely as many as 34 articles, journals that did not meet the inclusion criteria would be excluded as many as 27 articles, so that the articles obtained for review were 10 articles.

Study	Subyek	Lokasi	Hasil
(Goni <i>et al.</i> ,2019)	Made up of	East Lombok new reef	The results of the study show that work motivation has a positive and significant effect on the performance of health workers at the Karang Health Center
(Hermawati, Purbaningsih and ..., 2022)	70 workforce	Madiun City, East Java	The results showed that motivation influences performance, meaning that the higher the level of work motivation of health workers, the higher the level of performance of health workers, and conversely, the lower the work motivation of health workers, the level of performance of health workers
Aulia <i>et al.</i> ,2021)	Made up of	konowae district	The results of this study also show that health workers who have good work motivation and have good performance are caused by health workers always having the urge to work well, feeling calm at work because of the availability of health insurance, working hard to quickly get promoted and get incentives whereas health workers who have good work motivation but have poor performance are caused by not being involved in meetings or meetings in making decisions, do not get incentives when carrying out tasks on orders from superiors and feel that basic needs such as being able to eat normally has been fulfilled.
(Arin <i>et al.</i> ,2021)	57 workforce	Makassar city	Occupational safety: labor safety health at the Panambungan Health Center is guaranteed. Good relations between leaders and co-workers as well as compensation for health workers can also motivate work. The research award is the work motivation of health workers due to physiological needs, where sufficient salary/wages and good working conditions motivate health workers to work at the Panambungan Health Center, Mariso District, Makassar City.

How strong is the relationship between work motivation and health worker performance?

Based on the results of the research analyzed, a p value of 0.000 ($p < 0.05$) was obtained, this indicates that the variable work motivation is related to the performance of health workers at the Puskesmas. Health workers with poor work motivation are more at risk of having poor performance than health workers with good work motivation. Motivation is the provision of driving force that creates enthusiasm for someone's work, so that they want to work together, work effectively and integrate with

all their efforts to achieve satisfaction. Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals according to Rivai in (Bures dkk., 2019; Chen dkk., 2023). Whereas work motivation is a skill, in directing employees and organizations to want to work successfully, so that the wishes of employees and organizational goals will be achieved .

According to Herzberg's theory in indicators of work motivation are: (1) Relationships with colleagues and superiors: A harmonious atmosphere between employees is established in the workplace and there is always cooperation between subordinates with superiors and with colleagues; (2) Work environment: there are adequate work support facilities in accordance with work requirements and a working atmosphere that is as expected; (3) Opportunity to increase knowledge and skills: Companies/organizations always provide education and training for their employees; (4) Provision of benefits: The company/organization has provided proper benefits for its employees. This research is also in line with research that leadership is related to the performance of health workers. According to the assumptions of leadership researchers related to performance, which means that in achieving the performance or goals of an organization, it must have leadership where leaders must influence their subordinates to achieve the goals of the organization so that good performance results can be created and have good standards as well.

Research conducted by the results showed that more respondents had good motivation with good performance. This is because the provision of incentive programs can help increase work motivation. Based on the results of the analysis carried out using the Chi-square test, 84 respondents obtained a value of $p = 0.01$), job satisfaction is smaller than the value of $\alpha = 0.05$. Thus there is a relationship between work motivation and the performance of health workers.

Research conducted by the results of this study also show that health workers who have good work motivation and have good performance are caused by health workers always having the drive to work well, feeling calm at work because of the availability health insurance, work hard to quickly get promoted and get incentives while health workers who have good work motivation but have poor performance due to not being involved in meetings or meetings in making decisions, do not get incentives when carrying out tasks ordered by superiors and feel that basic needs such as being able to eat normally have been met.

The performance of health workers is the activity of health workers in implementing their authority, duties and responsibilities as well as possible in order to achieve the objectives of the main duties of the profession and realize the goals and objectives of the organizational unit. The performance of health workers is actually the same as work performance in the company. Health workers want their performance to be measured based on objective standards that are open and can be communicated.

Based on research conducted shows that factors that can be applied by managers or leaders to motivate employees to make extra efforts at work include better salaries, adequate rewards, better working conditions, and less stress, recognition and reward for

skills, better organizational climate and understanding, adequate teamwork and workload, fair work environment, adequate equipment and space, education, personal development and advancement, managerial competency.

Theoretically there are three groups of variables that influence work behavior and performance, namely: individual variables, organizational variables and psychological variables. These three groups of variables affect work groups which ultimately affect personnel performance. Behavior related to performance is related to work tasks that must be completed to achieve the goals of a position or task. Meanwhile for the organization itself in an effort to achieve goals it really requires participation.

CONCLUSION

In conclusion, the assumption of the researchers in this study is that health workers will do their job well if they have positive motivation. To increase the motivation of health workers, the health agency gives awards to health workers in the form of being involved in meetings or meetings in making decisions as well as adding/increasing salaries and giving incentives fairly according to work performance so as to motivate health workers in carrying out the health service process by Both and the limitations in this study were that researchers were not given the freedom to study specifically, only limited to conducting interviews regarding related variables. Filling in the questionnaire was carried out when the respondent had free time due to work.

Therefore, the authors suggest that future researchers are expected to use more accurate data and information for maximum results by using more specific terms of work motivation. And focuses on the relationship between work motivation and the performance of health workers.

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