

WORK MOTIVATION OF HEALTH WORKERS IN INDRAGIRI HILIR DISTRICT: CHALLENGES AND HOPES

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Abstract: The purpose of this study is to analyse the work motivation of health workers in Indragiri Hilir Regency and to determine the impact faced and expectations of health workers. The intelligence and performance of human resources determine the quality of health services, which is determined by the motivational elements of health workers themselves. The research method is qualitative and case study in which researchers conducted in-depth interviews with health workers, doctors, nurses, midwives and observations at several health facilities. The results showed that the work motivation of health workers is influenced by management support factors, ways of working and incentives. They are faced with a lack of adequate health facilities, high workloads and uneven assignments in several sub-districts. In contrast, the expectations of health workers were that they would receive additional training, health facilities would be improved, and they would be rewarded for their contribution to health services. This study is expected to provide useful insights for policy makers in formulating strategies to improve the motivation and performance of health workers.

Keywords: Work Motivation, Health Workers, Challenges, Expectations, Health Services.

1. Introduction

One of the most important factors in the development of a region is health. Good quality health services have a significant impact on the motivation and work ethic of health service providers. Indragiri Hilir, one of the regencies in Riau Province, has challenges in health that are still an issue and need attention. Although the government has made progress in improving health and service accessibility, employee motivation for health is still low. This can adversely affect the quality of services provided to the community.

Various factors, such as the work environment, management environment, and ingrained incentives, influence motivation for healthy work behaviours. Push factors and hygiene factors are important in influencing a person's motivation and work performance, in accordance with motivation theories such as Herzberg's Two-Factor theory. In the context of healthcare, it is important to understand work motivation.

Despite several initiatives to improve the quality of health services in Indragiri Hilir District, there are still many problems faced by health service providers. There are several issues that have emerged, including:

1. **Inadequate Working Conditions:** Many health workers work in less than ideal conditions, such as inadequate facilities, inadequate equipment, and lack of management support. This can reduce their motivation and productivity.
2. **High Workload:** Health risks are often associated with high work environments, especially in areas with lower levels of health services. Excessive workload can lead to stress and fatigue, which in turn can affect motivation at work.
3. **Uneven Distribution of Health Workers:** Some areas in Indragiri Hilir Regency are experiencing a decrease in the number of health workers due to the lack of adequate distribution in various sub-districts.

Data on the number of health workers registered at the Indragiri Hilir District Health Office, including the number of doctors, nurses, midwives, and other health workers. This is important to understand the composition of the health workforce in the area. Information on the distribution of health workers in various sub-districts, can also help in analysing the access and availability of health workers in various regions.

Table 1. Distribution of health workers

General Practitioner	Dentist	Midwife	Nurse	Other health workers
186	31	1028	793	336

Sources: 2024 Processed Data

Based on table 1, it can be seen that the health workers registered at the Indragiri Hilir District Health Office in 2023 consisted of 186 doctors, 31 dentists, 1,028 midwives, 793 nurses, and 336 other health workers. The distribution of doctors (general practitioners and dentists) in each sub-district is uneven with an average of less than 10 people, except for Tembilahan sub-district with 107 people, Kateman sub-district with 22 people, and Reteh sub-district with 20 people (Pemda Kabupaten Indragiri Hilir, 2023).



Figure 1: Number of Health Facilities in Indragiri Hilir Regency, 2023

Source: Indragiri Hilir in Figures 2024

Data on the number and type of existing health facilities, such as hospitals, health centres, clinics, and posyandu, provide an overview of the health infrastructure that supports health workers in carrying out their duties, while information on the condition of health facilities, including the availability of equipment and resources, can also influence the motivation and performance of health workers.

Data regarding the working hours and workload of health workers, may affect their stress levels and motivation. Although not explicitly mentioned in the documents, this information has been obtained through interviews or additional surveys. While information on managerial support and co-worker relationships, may affect work motivation. This can also be further explored through field observation methods. Although there is no direct data on work motivation in the documents, information on incentives, rewards, and career development opportunities, illustrated the results obtained through interviews with health workers and analysis of existing policies.

Data regarding challenges faced by health workers in carrying out their duties, such as lack of resources, communication issues, and training. These can be further explored through in-depth interviews. Although there is no explicit data on health workers' expectations in the documents, interviews can be used to explore their expectations for improvements in working conditions and facilities. Information on health policies implemented in Indragiri Hilir district, which may affect health workers' motivation and performance. This may include programmes that support health workers and policies related to incentives. This document can provide a basis for designing qualitative data collection methods, such as in-depth interviews and focus group discussions (FGDs), to obtain more in-depth information on health workers' work motivation.

Based on the background of the problem, it can be concluded that the purpose of this study is to analyse the work motivation of health workers in Indragiri Hilir Regency, focusing on the challenges faced and expectations held by health workers. This research is expected to provide deeper insight into the factors that influence the work motivation of health workers, as well as provide recommendations for policy makers in formulating strategies to improve the motivation and performance of health workers. Thus, it is hoped that the quality of health services in Indragiri Hilir Regency can improve, which in turn will have a positive impact on the welfare of the community. With this research, it is hoped that a synergy can be established between the government, health workers, and the community in an effort to improve the quality of health services in Indragiri Hilir Regency.

According to (Sari et al., 2021), this study examines how the work environment in health centres affects the work motivation of health workers. The results show that a good work environment contributes positively to the motivation of health workers. (Nafukho, 2022) This study focused on health workers working in remote areas and identified factors that influence their motivation, such as incentives, social support, and working conditions. (Karaferis, 2022) This article is a literature review that discusses various motivation theories and their application in the context of health workers. The research provides insights into various approaches that can be used to improve work motivation.

The results of this study can also be compared with previous research conducted by (Sari et al., 2021) which examined the work motivation of health workers in remote areas. Sari found that social support from colleagues and superiors greatly influenced work motivation. These similarities show that both in Indragiri Hilir District and in other areas, social support is an important factor in increasing the motivation of health workers. However, there are differences in the context and challenges faced. Sari's research showed that health workers in remote areas were more focused on accessibility and transport issues, whereas in Indragiri Hilir District, challenges were more related to inadequate health facilities and low incentives. This suggests that although there are similarities in motivational factors, the local context greatly influences the challenges faced by health workers.

2. Literature Review

This literature review provides a comprehensive overview of the variables that influence the work motivation of health workers in Indragiri Hilir District.

Work Motivation

According to Maslow in (Jeworrek, 2022) work motivation is influenced by the fulfilment of individual needs structured in a hierarchy. Physiological, safety, social, esteem, and self-actualisation needs must be met to increase motivation. In the context of health workers, the fulfilment of these needs is very important to maintain their morale. (der Hauwaert, 2022) suggests that there are two categories of factors that influence job satisfaction: motivator factors (such as achievement and recognition) and hygiene factors (such as pay and working conditions). Research by (Sari et al., 2021) shows that motivator factors have more influence on the motivation of health workers than hygienic factors. (Ratnasari, 2021) suggests that intrinsic motivation, which comes from within the individual, is very important for good performance. Research by (Mašková, 2022) showed that when health workers feel autonomy in their work, their work motivation increases.

Work Environment

Quality of Work Environment: Research by (Li, 2022) shows that a good work environment, including adequate facilities and managerial support, contributes positively to health workers' motivation. A supportive environment can increase health workers' comfort and productivity.

Organisational Culture

According to (Balderson, 2021), a positive organisational culture can increase motivation and job satisfaction. Research by (Xu, 2022) showed that a culture that supports collaboration and open communication can increase health worker motivation.

Work Stress

Research by (Popadinets, 2021) shows that high levels of work stress can decrease motivation. In the context of healthcare workers, excessive workload and emotional distress can affect their motivation to work.

Incentives and rewards

Research by (Cai, 2023) shows that financial incentives, such as bonuses and allowances, can increase health workers' work motivation. These incentives provide additional impetus to achieve better performance. According to (Cai, 2023), non-financial rewards, such as

recognition and reward for achievement, also play an important role in increasing motivation. Research by (Namgail, 2023) showed that social rewards can increase the intrinsic motivation of health workers.

Career Development Programme

Research by (Chin, 2022) showed that a good career development programme can increase work motivation. Health workers who feel there are opportunities to develop and learn tend to be more motivated in their work.

Social Support

Research by (Zysberg, 2022) shows that social support from colleagues can increase motivation and reduce stress. In the context of healthcare workers, solid team support can increase morale. According to (Huang, 2022), support from superiors can increase motivation and job satisfaction. Research by (Lin, 2022) showed that when health workers felt supported by their managers, their work motivation increased. Research by (Harrison, 2022) showed that good communication within a team can increase motivation. Health workers who feel involved in open communication tend to be more motivated to work.

Conceptual Model and Hypothesis

The conceptual model for the research 'Qualitative Study on Work Motivation of Health Workers in Indragiri Hilir District' can be described as follows:

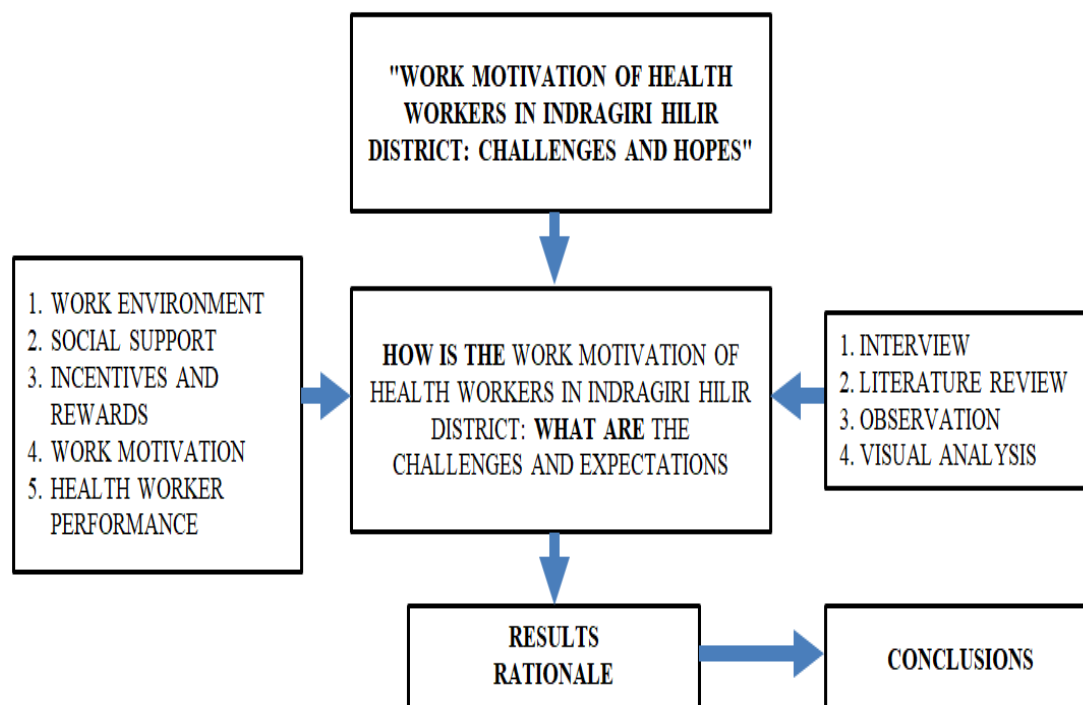


Figure 1. Conceptual Framework
Source: 2024 processed by the researcher

Hypothesis

Based on the conceptual model above, here are some hypotheses that can be tested in this study:

H1: A good work environment has a positive effect on the work motivation of health workers in Indragiri Hilir Regency.

H2: Social support from colleagues and managers has a positive effect on the work motivation of health workers in Indragiri Hilir Regency.

H3: Incentives and rewards, both financial and non-financial, have a positive effect on the work motivation of health workers in Indragiri Hilir District.

H4: High work motivation has a positive effect on the performance of health workers in Indragiri Hilir District.

H5: Work environment, social support, and incentives simultaneously have a positive effect on the work motivation of health workers in Indragiri Hilir Regency.

Research Gaps

By identifying these gaps, the research 'Qualitative Study on Work Motivation of Health Workers in Indragiri Hilir District' is expected to make a significant contribution to the understanding of work motivation of health workers in a specific local context, as well as provide recommendations to improve the motivation and performance of health workers in the area.

Most previous studies have focused on community health centres or remote areas, but no studies have specifically explored the work motivation of health workers in Indragiri Hilir District. This research will provide a deeper understanding of the local context and factors that influence motivation in the area. Many previous studies used a quantitative approach to measure work motivation. This study will use a qualitative approach to explore health workers' experiences and perceptions in depth, which may provide richer insights into their work motivation. Previous studies tend to pay less attention to social and cultural factors that may influence health workers' work motivation. This study will explore how cultural values and social interactions in Indragiri Hilir District influence health workers' work motivation. Another gap is the lack of research examining internal organisational dynamics, such as peer and management relationships, that may influence work motivation. This study will examine how these factors contribute to the motivation of health workers in Indragiri Hilir District.

3. Methods

This research is a qualitative approach using in-depth interviews and focus group discussions, with the research subject being health workers in Indragiri Hilir District, as well as thematic analysis, allowing researchers to explore and understand the work motivation of health workers in depth. This method is expected to provide valuable insights to improve the performance and welfare of health workers in the area.

Qualitative Approach

The qualitative approach in this study aims to deeply understand the experiences, views, and work motivation of health workers in Indragiri Hilir District. This approach emphasises descriptive and narrative data collection, which can provide richer insights than quantitative approaches.

Data Collection Methods

In-depth interview is a data collection technique that involves direct interaction between the researcher and the research subject. In this context, the researcher will conduct interviews with health workers to gather information about their work motivation. This researcher will prepare open-ended questions that allow respondents to explain their views and experiences in detail. Interviews are conducted in a comfortable and unhurried atmosphere, so that respondents feel free to share information. Interviews may be recorded (with permission) to ensure the accuracy of the data collected. Focus Group Discussion (FGD) FGD is a data collection method that involves small group discussions guided by the researcher. The aim is to gain a collective perspective from health workers regarding their work motivation. The researcher will invite a number of health workers to participate in the discussion. The discussion will be guided by relevant questions, and the researcher will encourage active participation from all group members. FGDs allow the researcher to capture the dynamics of interaction between participants and how their views influence each other.

Study Subjects

The subjects of this study included various types of health workers, such as doctors, nurses, midwives, and other health workers working in health facilities in Indragiri Hilir Regency. The selection of subjects was done by considering the diversity of their backgrounds, work experiences, and positions in the health system, so as to provide a comprehensive picture of work motivation among health workers.

Data Analysis

Thematic analysis is a qualitative analysis method used to identify, analyze, and report patterns (themes) in the data. It helps researchers to understand the deeper meaning of the data collected. Data from interviews and FGDs will be transcribed into text form to facilitate analysis. The researcher will read the transcripts to gain a general understanding of the data. The researcher will identify and code important parts of the data that are relevant to the research questions. These codes can be keywords or phrases that reflect emerging themes. After coding, the researcher will group the codes into larger themes. These themes reflect patterns that emerge from the data and provide insight into the work motivation of health workers. The researcher will analyze the identified themes to draw conclusions and provide recommendations based on the findings.

4. Results and Discussion

Through in-depth interviews, focus group discussions, and participatory observation, this study was able to provide a comprehensive picture of the work motivation of health workers in Indragiri Hilir District. The results obtained can be used to formulate recommendations for improving the motivation and welfare of health workers in the area.

Interview results

Motivation: Most respondents stated that the desire to help the community and passion for health were their main motivations. **Work Environment:** Many complained of a lack of facilities and support from management, which impacted on morale. **Challenges:** Respondents cited high workload and lack of health workers as the main challenges. **Rewards:** Some felt underappreciated, although some were satisfied with the recognition given by superiors. **Personal Development:** Many wanted more training and opportunities to learn.

FGD Results

Motivational Factors: Discussions indicated that support from coworkers and superiors is essential for motivation. **Work Experience:** Many participants shared both positive and negative experiences, highlighting the importance of teamwork. **Improving Motivation:** Participants suggested improved facilities, training and reward programs to increase motivation. **Role of Communication:** Good communication was considered essential to creating a positive work environment. **Future Expectations:** Participants hoped for more attention from the government to improve the working conditions and welfare of health workers.

Observation Results

Interaction: There was good cooperation among health workers, although there was some tension due to the high workload. **Facility Condition:** Health facilities appear inadequate, with some outdated equipment. **Daily Activities:** Health workers appear to be working hard, but often appear exhausted and stressed. **Response to Policies:** Some health workers expressed dissatisfaction with policies that were deemed unrealistic or unsupportive. By understanding the conditions, looking for causes, and finding solutions to existing problems, this study is expected to provide in-depth insight into the work motivation of health workers in Indragiri Hilir District. The results of this study can be used as a basis for formulating policies and programs that are more effective in improving the motivation and performance of health workers, which in turn will have a positive impact on the quality of health services in the area.

Overview of Health Workers in Indragiri Hilir District

There are various health facilities such as hospitals, puskesmas, and clinics, but the distribution and quality of services may be uneven across the region. There are registered health workers, however their distribution may be uneven, with some sub-districts lacking medical personnel. Health workers may face challenges such as high workloads, lack of supporting facilities, and inadequate incentives. Health workers' work motivation levels may vary, influenced by internal (personal satisfaction, career development) and external (managerial support, working conditions) factors.

Causes of Low Work Motivation

Poor facilities, inadequate equipment, and an unsupportive work environment can reduce motivation. Health workers experience work overload, which can lead to stress and fatigue. Dissatisfaction with the existing reward and incentive system can demotivate health workers. Limited opportunities for training and professional development can make health workers feel stagnant in their careers. Lack of support from management in terms of decision-making and provision of resources can affect morale.

Finding Solutions to Improve Work Motivation

Ensure that healthcare facilities are equipped with adequate equipment and a comfortable working environment. Manage workload fairly and provide additional support when needed to prevent burnout. Implement a transparent and fair reward and incentive system to increase the motivation of healthcare workers. Provide ongoing training and development programs to improve the skills and knowledge of health workers. Establish good communication between management and health workers, and involve them in decision-making related to their work.

5. Conclusion

Based on the results of qualitative research on the work motivation of health workers in Indragiri Hilir Regency, it can be concluded that the work motivation of health workers is influenced by various factors, including working conditions, managerial support, and expectations for career development. This study successfully proved the hypothesis that external factors, such as adequate health facilities and decent incentives, have a significant impact on health workers' work motivation. In addition, social support from coworkers and superiors also proved to be an important element in increasing motivation and job satisfaction.

The results showed that health workers who feel valued and get opportunities to develop tend to have higher motivation. Conversely, poor working conditions and lack of incentives can decrease their motivation and performance. Thus, the hypothesis proposed in this study, which states that health workers' work motivation is influenced by internal and external factors, is valid.

Suggestions

1. Local governments need to invest in improved health facilities to create a better working environment for health workers. This includes the provision of adequate medical equipment and comfortable workspaces.
2. Better policies regarding financial and non-financial incentives for health workers are needed. Appropriate incentives can improve their motivation and performance in providing health services.
3. Improved managerial support, including training and professional development, is essential to improve work motivation. Ongoing training programs can help health workers feel more competent and valued.
4. Creating a work culture that supports collaboration and good communication between health workers can increase social support, which in turn can increase work motivation.
5. It is recommended to conduct further research with a quantitative approach to measure more objectively the influence of factors that affect the work motivation of health workers in various regions, so that a more comprehensive picture can be obtained.

By implementing these suggestions, it is hoped that the work motivation of health workers in Indragiri Hilir Regency can increase, which in turn will have a positive impact on the quality of health services.

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