

The Effect of Work Motivation on Officer Performance

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A B S T R A C T

Work motivation is one of the factors that plays an important role in improving the performance of health workers in providing health services. Good motivation can encourage health workers to work optimally, be responsible, cooperate with others, and complete their tasks according to work demands. This study aimed to determine the relationship between work motivation and the performance of health workers at Melai Public Health Center in 2026. This study was conducted at Melai Public Health Center, Baubau City, using a quantitative method with a cross-sectional study design. The population consisted of all health workers at Melai Public Health Center, totaling 57 people. The sample consisted of 40 respondents selected using purposive sampling based on inclusion criteria and the availability of health workers during the study period. Bivariate data analysis was performed using Fisher's Exact Test because several cells had an expected count of less than 5. The results showed that among 2 respondents with low work motivation, 1 respondent (50.0%) had moderate performance and 1 respondent (50.0%) had poor performance. Among 20 respondents with moderate work motivation, 18 respondents (90.0%) had moderate performance and 2 respondents (10.0%) had good performance. Meanwhile, among 18 respondents with high work motivation, 10 respondents (55.6%) had good performance and 8 respondents (44.4%) had moderate performance. The statistical test using Fisher's Exact Test obtained a p-value of 0.001 (<0.05), indicating that H_0 was rejected and H_a was accepted. Therefore, it can be concluded that there was a significant relationship between work motivation and the performance of health workers at Melai Public Health Center in 2026.

INTRODUCTION

Puskesmas is a first-level health service facility that has responsibility for the implementation of public and individual health services in an integrated and sustainable manner. These services require human resources who are able to carry out their duties according to standards so that the quality of services received by the community can be maintained. The Ministry of Health of the Republic of Indonesia (2024) explained that Puskesmas play a role in the implementation of public and individual health efforts in their work areas. The performance of officers is an important part because the success of services is not only determined by the system and facilities, but also the ability of officers to carry out their duties and responsibilities (Permenkes RI No.19, 2024).

Officers' performance is the result of work achieved in carrying out tasks based on ability, experience, seriousness, and time utilization. Hadriyanti, Burhanuddin and Kurniawan (2024) explained that performance is related to the work results achieved by a person in carrying out the tasks given. Dewi, Suryani and Anggreny (2021), show that the performance of health workers needs to be considered because it is related to the implementation of tasks and the achievement of work results. Guspianto, Taqwin and Nasution (2023), also show that the performance of health workers can be related to various factors that come from individuals and the work environment. Thus, improving the performance of workers requires attention to factors that can encourage a person to carry out their work optimally.

One of the factors that can be related to performance is work motivation. Motivation is an impulse that comes from within and outside an individual that affects a person's enthusiasm and seriousness in carrying out work. Ulfiana et al. (2024), showed a relationship between work

motivation and nurse performance. Yusuf et al. (2021), also showed a relationship between motivation and the performance of medical record workers. Fitri, Gusti and Yusmanisari (2024), found that work motivation is related to the performance of medical record installation employees. Irawan et al. (2024), explained that work motivation can be one of the factors that encourage a person to increase their efforts in carrying out work.

Work motivation in this study is seen through the aspects of incentives, working conditions, work relationships, achievements, and responsibilities. Andjarwati et al. (2015), explained through motivation theory that needs, achievements, social relationships, and responsibilities can be part of a person's motivation at work. Wulandari and Bagia (2020), found that work motivation has a positive effect on the performance of Puskesmas employees. Syam and Afdal (2023), also found that there is an influence of motivation on the performance of health workers at Puskesmas. Asmawiyah, Mukhtar and Nurjaya (2020), show that work motivation is one of the factors related to employee performance. Madyoningrum and Azizah (2022), also show that work motivation together with environmental factors and work discipline are related to performance.

Based on the results of initial interviews conducted by researchers with several officers at the Melai Health Center, it is known that there are still obstacles in the implementation of services, especially the limited number of personnel and the delay in the presence of officers. These conditions cause the distribution of workload to be unbalanced, so that at certain times there are officers who have to complete work with a greater load. In addition, the officer said that enthusiasm in carrying out work is influenced by the conditions of the work environment, relationships with colleagues, and satisfaction when being able to help patients. When the workload increases due to limited manpower, these conditions can affect the enthusiasm of officers in carrying out and completing tasks. The initial data is the basis for researchers to further examine the relationship between work motivation and officer performance at the Melai Health Center in 2026.

METHODS

This study uses a quantitative approach with a cross-sectional design. The research population is all officers at the Melai Health Center as many as 57 people, with a sample of 40 respondents selected using purposive sampling techniques based on inclusion and exclusion criteria. The research was conducted at the Melai Health Center in April-May 2026. The independent variable is work motivation measured based on indicators of incentives, working conditions, work relationships, achievements, and responsibilities, while the dependent variable is the performance of the officers measured based on quantity, accuracy, responsibility, cooperation, and task completion. Data were collected using a Likert scale questionnaire 1–4 and documentation. The analysis was carried out univariate using frequency and percentage distribution, while the bivariate analysis used Fisher's Exact Test with $\alpha=0.05$ because there were cells with the expected frequency that did not meet the Chi-Square assumption.

RESULTS & DISCUSSION

Respondent Characteristics

The study involved 40 respondents. Based on age, most of the respondents were in the age group of 26–45 years as many as 30 people (75.0%), the age group of 46–65 years as many as 9 people (22.5%), and the age group of 17–25 years as many as 1 person (2.5%). Based on education, the respondents had the most Diploma education as many as 23 people (57.5%), Bachelor as many as 16 people (40.0%), and high school/vocational school as many as 1 person (2.5%). Based on gender, most of the respondents were women as many as 32 people (80.0%), while men as many as 8 people (20.0%).

Table 1. Characteristics of Respondents

Features	n	%
Age		
17–25 years old	1	2,5
26–45 years old	30	75,0
46–65 years old	9	22,5
Education		

Diploma	23	57,5
Bachelor	16	40,0
High School/Vocational School	1	2,5
Gender		
Male	8	20,0
Women	32	80,0

Source: Primary Data, 2026

The dominance of respondents aged 26–45 years indicates that most respondents are in the productive age group. This age group generally has work experience and ability to deal with job demands. Meanwhile, the dominance of Diploma education shows that most respondents have a vocational education background that emphasizes practical skills. These characteristics can be capital in the performance of tasks, although motivation and performance are not only determined by age or education, but also by experience, work environment, workload, and organizational support.

Work Motivation

Based on the results of the study, it showed that out of 40 respondents, as many as 20 people (50.0%) had medium work motivation, 18 people (45.0%) were in the high category, and 2 people (5.0%) were in the low category. Thus, in general, the work motivation of officers at the Melai Health Center is in the medium category.

Table 2. Distribution of Work Motivation

No.	Category	n	%
1.	Low	2	5,0
2.	Medium	20	50,0
3.	Height	18	45,0
Total		40	100,0

Source: Primary Data, 2026

These results show that all five aspects of motivation are already possessed by most officers, but they are not yet at an optimal level. In motivation theory, factors such as rewards, work environment conditions, interpersonal relationships, achievements, and responsibilities can be a source of encouragement for a person to carry out work. Supportive working conditions can increase comfort, while good working relationships can facilitate communication and coordination. Similarly, opportunities for achievement and responsibility can provide an internal incentive for officers to maintain their work efforts.

These findings are in line with the research of Dewi, Suryani and Anggreny (2021), which shows that motivation is one of the important factors in encouraging health workers to carry out their duties. Guspiano, Taqwin and Nasution (2023), also explained that the motivation of health workers is related to various aspects of the individual and organizational environment. Therefore, increasing motivation at the Melai Health Center can be done through attention to awards, working conditions, relationships between officers, self-development opportunities, and the provision of clear responsibilities

Officer Performance

The results showed that most of the officers had adequate category performance, namely 27 people (67.5%), while 12 people (30.0%) had good performance and 1 person (2.5%) had poor performance.

Table 3. Distribution of Officer Performance

No.	Category	n	%
1.	Good	12	30,0
2.	Enough	27	67,5
3.	Less	1	2,5
Total		40	100,0

Source: Primary Data, 2026

Based on indicators, quantity performance was mostly in the sufficient category of 34 people (85.0%), accuracy as many as 33 people (82.5%), responsibility as many as 34 people (85.0%), cooperation as many as 32 people (80.0%), and task completion as many as 32 people (80.0%).

These results show that the implementation of officers' duties has been underway, but most of them have not reached the good category. Performance in health services requires the ability to complete work according to the number, accuracy, responsibility, cooperation, and completion of tasks. Performance that is in the category of sufficient shows that officers have carried out their duties, but there is still room to improve the quality and consistency of work results.

This finding is in line with Dewi, Suryani and Anggreny (2021), who explain that motivation is one of the factors that can encourage officers to increase their efforts in carrying out their work. Guspianto, Taqwin and Nasution (2023), also show that the performance of health workers can be influenced by individual factors and the organizational environment. Thus, performance improvement needs to be done through strengthening motivation, clear division of tasks, leadership support, work evaluation, and the creation of a conducive work environment.

The Relationship between Work Motivation and Officer Performance

The results of the analysis showed that there was a difference in the distribution of performance based on the level of work motivation. In the low motivation group, there were no respondents with good performance; 1 person (50.0%) had good performance and 1 person (50.0%) had poor performance. In the medium motivation group, 2 people (10.0%) had good performance and 18 people (90.0%) had good performance. Meanwhile, in the high motivation group, 10 people (55.6%) had good performance and 8 people (44.4%) had good performance.

Table 4. The Relationship between Work Motivation and Officer Performance

Work Motivation	Good Performance n (%)	Sufficient Performance n (%)	Less Performance n (%)	Total	P-Value
Low	0 (0,0)	1 (50,0)	1 (50,0)	2 (100,0)	0,001
Medium	2 (10,0)	18 (90,0)	0 (0,0)	20 (100,0)	
Height	10 (55,6)	8 (44,4)	0 (0,0)	18 (100,0)	
Total	12 (30,0)	27 (67,5)	1 (2,5)	40 (100,0)	

Source: Primary Data, 2026

The results of the Fisher's Exact Test obtained a value of $p=0.001$ (<0.05), so that there is a significant relationship between work motivation and the performance of officers at the Melai Health Center in 2026. Descriptively, there is also a tendency that the proportion of good performance is greater in the group with high motivation. In the high motivation group, 55.6% of respondents had good performance, while in the medium motivation group only 10.0% and in the low motivation group there were no respondents with good performance.

These results show that work motivation is one of the aspects related to officer performance. Officers who have high motivation tend to have a stronger drive to carry out tasks, maintain efforts, complete work, and achieve the expected work results. However, because this study used a cross sectional design, the results show a relationship/association, not evidence of a direct cause-and-effect relationship.

The findings of this study are in line with Syam and Afdal (2023), which show that there is a relationship between motivation and the performance of health workers in health centers. Wulandari and Bagia (2020), also found a positive relationship between work motivation and the performance of Puskesmas employees. Fitri, Gusti and Yusmanisari (2024), show that work motivation can support employee enthusiasm and productivity. The results of the study strengthen the finding that motivation is one of the factors related to the achievement of officer performance.

The Relationship between Motivation Indicators and Performance Indicators

Further analysis showed that not all motivation indicators had a significant relationship with all performance indicators. In the incentive indicators, there was a significant relationship with quantity ($p=0.001$), accuracy ($p=0.005$), and responsibility ($p=0.028$), but there was no relationship with cooperation ($p=0.775$) or task completion ($p=0.158$).

In the indicators of working conditions, there was a significant relationship with responsibility ($p=0.008$) and task completion ($p=0.050$), while there was no relationship with quantity ($p=0.083$), accuracy ($p=0.226$), and cooperation ($p=0.066$).

In the employment relationship indicator, there was no relationship with quantity ($p=0.488$), accuracy ($p=0.714$), or responsibility ($p=0.096$). On the other hand, there was a significant relationship with cooperation ($p<0.001$) and task completion ($p=0.003$).

In the achievement indicators, there was a significant relationship with quantity ($p=0.008$) and task completion ($p=0.002$), while there was no relationship with accuracy ($p=0.114$), responsibility ($p=0.074$), or cooperation ($p=0.230$).

In the responsibility indicator, there was a significant relationship with performance based on responsibility ($p=0.010$), cooperation ($p<0.001$), and task completion ($p<0.001$). Meanwhile, there was no relationship with quantity ($p=0.488$) or accuracy ($p=0.317$).

Table 5. The Relationship of Motivation Indicators with Performance Indicators

Motivation Indicators	Quantity	Accuracy	Responsibilities	Cooperation	Task Completion
Incentives	0,001	0,005	0,028	0,775	0,158
Working conditions	0,083	0,226	0,008	0,066	0,050
Working relationship	0,488	0,714	0,096	<0.001	0,003
Performance	0,008	0,114	0,074	0,230	0,002
Responsibilities	0,488	0,317	0,010	<0.001	<0.001

Source: Primary Data, 2026

The pattern shows that the relationship between motivation and performance does not occur uniformly in all aspects. Incentives are more visible in relation to quantity, accuracy, and responsibility. Working conditions are more related to responsibility and task completion. Employment relationships have a strong relationship with cooperation and task completion, while achievement is related to quantity and task completion. Meanwhile, responsibility has a relationship with responsibility, cooperation, and task completion.

The findings show that the relationship between motivation and performance is different in each indicator. Employment relationships are related to cooperation because they support communication and coordination between officers Asmawiyah, Mukhtar and Nurjaya (2020), while achievement is related to the drive to achieve results and complete work (Muryani et al. , 2022) . Meanwhile, some indicators do not show a significant relationship so performance can also be influenced by other factors such as ability, experience, workload, facilities, and work procedures Prasetyo et al. (2021), and Sangapan, Carlos and Manurung (2025).

The absence of a relationship in several pairs of indicators does not mean that they are not important. This suggests that certain aspects of performance can be more influenced by other factors. For example, cooperation requires more communication, coordination, interpersonal relationships, and the ability to work in a team so that it is not solely determined by incentives. Similarly, the quantity and accuracy of work can be influenced by ability, experience, workload, amount of labor, division of tasks, facilities, procedures, and supervision.

PCONCLUSION

Based on the results of the study on the Influence of Work Motivation on Officer Performance at the Melai Health Center in 2026, a p-value of 0.001 (<0.05) was obtained based on Fisher's Exact Test, so that there is a relationship between work motivation and officer performance, with a different relationship in each indicator. Incentives are related to quantity, accuracy, and responsibility; working conditions are related to responsibility and task completion; work relationships are related to cooperation and task completion; achievement is related to quantity and task completion; while responsibility is related to responsibility, cooperation, and task completion. Based on these results, the Melai Health Center is recommended to increase the motivation of officers through the provision of appropriate incentives and awards, performance evaluation, training and competency development, clear division of tasks, strengthening discipline, and improving communication and coordination between officers. Officers are also expected to increase accuracy, responsibility, cooperation, discipline, and task completion according to the set standards and time. For future researchers, it is recommended to develop research with a larger number of respondents and consider other factors such as workload, work environment, leadership, experience, competence, work facilities, and job satisfaction.

The study was limited to only 40 respondents and used a cross-sectional design, so the relationships found could not be used to infer cause-and-effect relationships. In addition, motivation and performance measurements used questionnaires so that the data relied heavily on respondents' answers. Other factors potentially related to performance, such as workload, leadership, competence, experience, work facilities, and job satisfaction, have not been analyzed simultaneously.

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