

# The Intrinsic and Extrinsic Motivation on the Performance of Midwife in Community Health Center



Restituta Maria Salome Resubun <sup>a</sup>, Amran Razak <sup>b</sup>, Alwi Arifin <sup>c</sup>, Indar <sup>d</sup>, Anwar Malloangi <sup>e</sup>, Yahya Thamrin <sup>f</sup>

Manuscript submitted: 28 December 2021, Manuscript revised: 19 March 2022, Accepted for publication: 16 April 2022

**Corresponding Author <sup>a</sup>**



**Keywords**

*extrinsic motivation;  
health center;  
intrinsic motivation;  
midwife;  
performance;*

**Abstract**

Motivation is a condition that encourages or causes someone to do an act or activity, which takes place consciously. This study aims to analyze the effect of intrinsic and extrinsic motivation on the performance of midwives in community health centers. This type of research is qualitative research with a snowball sampling design. The sample is a midwife who is assigned to the book of Kesehatan Ibu dan Anak (KIA) at Asologaima community health center, Jayawijaya Regency, Indonesia. The results showed that there was no effect of work performed on the performance of health midwives. There is no influence between recognition, responsibility, incentives, work relations, and working conditions on the performance of midwives. Therefore, it is hoped that the government will pay more attention to incentives for health workers, especially midwives at a community health center increasing working hours.

*International Journal of Health Sciences © 2022.  
This is an open access article under the CC BY-NC-ND license  
(<https://creativecommons.org/licenses/by-nc-nd/4.0/>).*

**Contents**

Abstract .....	588
1 Introduction .....	589
2 Materials and Methods .....	589
3 Results and Discussions .....	590
4 Conclusion .....	593

<sup>a</sup> Department of Health Policy Administration, Faculty of Public Health, Universitas Hasanuddin, Indonesia  
<sup>b</sup> Department of Health Policy Administration, Faculty of Public Health, Universitas Hasanuddin, Indonesia  
<sup>c</sup> Department of Health Policy Administration, Faculty of Public Health, Universitas Hasanuddin, Indonesia  
<sup>d</sup> Department of Health Policy Administration, Faculty of Public Health, Universitas Hasanuddin, Indonesia  
<sup>e</sup> Department of Environmental Health, Faculty of Public Health, Universitas Hasanuddin, Indonesia  
<sup>f</sup> Department of Occupational Health and Safety, Faculty of Public Health, Universitas Hasanuddin, Indonesia

Acknowledgments.....	593
References .....	594
Biography of Authors .....	595

## 1 Introduction

Improving the quality of services carried out by midwives in the village as the spearhead of maternal and child health services, especially in rural areas, is through performance. The management of midwifery care will be successful if a midwife has the responsibility, has the knowledge and clinical skills that must be mastered as well (Swerts et al., 2016). In such conditions, there is an interaction between the nature of a midwife, namely the motivation that exists in her and her performance (Agus, 2013).

Decree of the Minister of Health of the Republic of Indonesia No. 836 / Menkes / SK / VI / 2005 concerning Guidelines for Development of Performance Management of Midwives and Nurses. In this development, it is hoped that it can be applied to all health service facilities, especially health centers and hospitals in Indonesia so that it can accelerate the improvement of quality health services that can be realized as a whole in the process (Departemen Kesehatan Republik Indonesia, 2015).

Motivation is a condition that encourages or causes someone to do an act or activity, which takes place consciously, motivation is a very important thing to be considered by leaders if they want every employee to make a positive contribution to the achievement of company goals. Because with motivation, an employee will have a high spirit in carrying out the tasks assigned to him (Gomes, 2003).

The main factor that affects the performance of health workers is their motivation to work. How strong the motivation of the individual will have an impact on the quality of the behavior he displays, both in the context of studying, working, and in other lives. In this case, motivation becomes the part that encourages someone to do a certain activity that leads to the achievement of a certain goal (Hasibuan, 2005).

Asologaima Community Health Center is one of the health facilities in Jayawijaya Regency, which is a health center that provides the Maternal And Child Health (MCH) services with inpatient, infant, and child care facilities, with a total of 47 health workers, and 16 them are midwives on duty at MCH. The number of visits per the year 2018 - 2020 at the KIA unit is 672 visits (Puskesmas Asologaima, 2019). With a total of 16 midwives and a large number of visits in carrying out their service duties, problems and conflicts can arise which can lead to a lack of motivation for health workers to work, so this will directly have a negative impact on the performance of health workers. This is a challenge for the Asologaima community health center to make efforts that can improve the performance indicators of health workers (Puskesmas Asologaima, 2019).

The results of research conducted, show that the balance between intrinsic and extrinsic rewards can lead to need satisfaction (Borrelli, 2014). To encourage employees to exhibit positive work behaviors, it is important to understand their needs rather than pressuring them to behave in certain ways. Better performance can be achieved if employees are extrinsically and intrinsically motivated. So, based on that, we studied the effect of intrinsic and extrinsic motivation on the performance of midwives in the community health center (Ryan & Deci, 2000; Lin et al., 2003).

## 2 Materials and Methods

This study uses a qualitative research approach with a snowball sampling design. This research was conducted at the Asologaima Community Health Center, Jayawijaya Regency. The sample is part of the object taken during the study from the entire object under study and is considered to represent the population. The sample in this study were midwives who were assigned to KIA at the Asologaima Community Health Center. The sampling technique in this study was using the snowball sampling method (Oudeyer et al., 2016; Lee et al., 2005).

The instrument used in data collection is through in-depth interviews guided by interview instruments that have been prepared and assisted by cellphone recording equipment. Qualitative data analysis is carried

out interactively and takes place continuously until it is complete so that the data is saturated. Activities in data analysis are data reduction, data display, and conclusion drawing and verification.

### 3 Results and Discussions

The results of the study entitled The Influence of Intrinsic and Extrinsic Motivation on the Performance of Midwives at the Asologaima Community Health Center, Asologaima District, Jayawijaya Regency, Papua Province by involving 10 informants who served as midwives at the community health center with the selection according to the researcher's criteria, using qualitative methods with snowball sampling. that is, the sample will roll up to key informants following the criteria made and found during the research.

#### *Achievements*

In this study about the Influence of Intrinsic and Extrinsic Motivation on the performance of Midwives at the Asologaima Community Health Center, one of the research variables is the Achievement of the Midwife in seeing the extent of its influence on the work process and performance of the midwives in charge of providing services at the Asologaima Community Health Center and from the results of interviews with 10 Informants found at the research location revealed the following:

*"Ummm, the midwives here have been around for a long time, so they all have a good job" HJ, 32 years old (y.o)*

*"They are all good and have been trained in providing services to mothers and other patients, usually they serve mothers who want to install family planning and others, yes, they have achievements too" ES, 31 y.o.*

From the results of interviews with several informants, almost all of them stated that midwives have the ability as a form of achievement in carrying out their duties as first and foremost service providers in improving the quality of the community health center and improving KIA in the working area of the Asologaima Community Health Center.

#### *Confession*

In terms of performance, what needs to be assessed is the existence of recognition where recognition is one factor in improving employee performance in the relationship between superiors and subordinates (Kadarisman, 2012). Giving recognition is one of the strategies undertaken by the company. Employee recognition is widely recognized as an important part of effective human resource management (Cannon, 2015). Employee recognition is the biggest contributor to increasing the connection between employees and the organization (Saunderson, 2004)

From the results of interviews with informants related to the recognition variable, it can be seen in the interview excerpts below, among others:

*"Here, we as midwives get status and recognition according to our work, so we are happy to work too" EY 27 y.o.*

*"Erm, the boss here is good,,,, we are also usually given the services of an officer,,, ummm about confession, yes, we are all the same here...so that's fine..:"FT 31 y.o.*

From the results of interviews with informants, as many as 10 people considered the confession at the community health center and stated that it was sufficient and followed their expectations.

#### *Responsibility*

In working all employees including health workers in carrying out their duties to provide good service and following patient expectations are expected to always hold the principles and principles of working responsibly to complete and provide the best service to patients, including seeing how the performance of the

midwives is at the time of their duties and responsibilities (Taylor, 2005). His responsibility while providing services can be felt by both the patient and the leadership and other employees (Reisner et al., 2015; Litvack & Bodart, 1993). In this study, interviews were conducted with informants to see the extent of their responsibilities given in carrying out their duties following the SOP, and some excerpts from the interviews below are:

"Our responsibility here is to provide services and services as they already exist and are requested by patients so that we all work according to our standards as midwives" YT, 27 y.o

*"Anyway, we all work using soup, okay, if not, it's wrong, the patient is not cured, but sick.. YR, 35 y.o.*

From the results of interviews with informants, as many as 10 people considered that they had carried out their duties according to their respective responsibilities as implementing midwives and coordinating midwives at the Community health center according to their expectations

#### *Incentive*

Part of the most influential extrinsic motivation is the existence of incentives that are following the work given by health workers, this can be seen from the results of interviews with 10 informants in this study about the influence of intrinsic motivation with extrinsic motivation on the performance of midwives at the Asologaima community Health Center, it can be seen from the following interview excerpt:

*"In accordance. If I have enough. Because all needs can be met, such as daily needs, clothing, food, and there are still funds that can be saved and funds that can be used for recreation with the family" Mr, 34 y.o.*

From the results of interviews with informants, as many as 5 people thought that the incentives were right and 5 people said the incentives were not enough and not in line with their expectations.

#### *Working relations*

Based on the informants' answers, most of them assessed that the relationship between workers, both with their leaders and fellow midwives and other officers, was good. The informant's answer was strengthened by the results of an interview with one of the informants at the Asologaima Community Health Center as follows:

*"The cooperation between the midwife and the leadership is good. What is and is open to each other and there is no gap between one another" YT, 27 y.o.*

From the results of the interview, it can be seen that there is a good relationship between all existing health workers who work at the Asologaima Community Health Center, both midwives, nurses, and doctors, all of whom have good cooperation with each other in providing services.

#### *Work environment*

Based on the informants' answers, the work environment is considered good because the existing facilities and infrastructure are adequate, although not complete. The midwife's answer is reinforced by the results of an interview with one of the informants at the Community health center while on duty and serving patients, the following excerpts from interviews with informants include:

*"Erm, everything is here, complete facilities. Facilities such as handskun, tension, masks, and others. All in good condition" YR, 35 y.o.*

From the results of direct interviews, some state that the work environment is still standard and as it is, but most feel that the work environment is good and comfortable to support their performance in providing full-time services.

### *Performance of midwives health workers*

The performance of midwives in providing services is largely determined by the two factors above, namely intrinsically and extrinsically, based on the definition of performance in this study, the performance of midwives is seen from their ability to carry out and complete all the work given to them at the Community health center and from the results of this study based on the results of direct interviews. to the Coordinator Midwife at the Community health center as follows:

*"Um, I'm the coordinator of midwives here, I see that my brother and sister who serve as midwives have good performance, it is evident from the good all services provided to patients and midwives are also here able to complete the work given both individually and in groups, they will try correct if something is wrong and always want to learn, like that" RT, 45 y.o.*

In measuring performance, one of the indicators that can be seen is the performance of employees, both those who work in general ranks and serve as health workers (Klimesch, 1999). The achievement referred to in this study is the Informant's acknowledgment of the results of the achievement of the performance of health workers, whether it increases or decreases during the process. at work, and from the results of in-depth interviews with 10 informants, all of them stated that they had worked according to the SOP and had a good level of achievement and every time there was an increase from the previous almost all of the informants answered well in terms of achievement. The results of this study are in line with research conducted by (Larasati & Gilang, 2014), which shows that there is a significant influence between achievement needs and employee performance in the North West West Java (Witel Bekasi) Telkom area, with a p-value of  $(0.000) < 0.05$ . The study shows that the need for achievement has the second largest influence on employee performance. This means that the higher the employee's motivation for achievement needs, the higher the performance that will be produced by employees

About the effect of recognition on the performance of midwives can be demonstrated by the organization by providing an objective assessment of its employees. This is very important for every company because the long-term success of a company depends on the company's ability to measure how well its employees work, as well as the extent to which each employee can improve from time to time, by comparing current performance appraisals (Sembiring et al., 2022). and then use the information on the measurement results to ensure that the implementation of the company's activities is following the standard work results that have been mutually agreed upon.

In this study, in-depth interviews and direct observations of 10 informants stated that there was recognition in terms of the work given to the Community health center in providing health services to patients who came as implementing midwives who directly communicated with patients who came to visit. These 10 informants said they were good and there was recognition in terms of their performance as midwives.

By giving recognition for their achievements to increase self-esteem and instill motivation to work as much as possible. The ability of employees to achieve success depends on their self-confidence and their desire to perform consistently well. Each of us comes to the workplace with many needs, and no less important is the need for recognition. The world of work can meet our needs, provided we are fortunate enough to work under a broad-minded manager. The manager is fully aware that his various needs and the needs of the company cannot be met unless he can meet the needs of his subordinates. He also knows how to meet those needs on a mutually beneficial basis for all parties concerned. Recognition is a form of feedback. Unless you appreciate the high achievements that have been achieved by employees, they will not know how to repeat their achievements or behavior in the future. This is in line with the theory put forward by Peterson and Plowman (Hasibuan, 2005), which states that there is the desire for recognition, meaning that the desire for recognition, respect, and social status is the last type of need that drives people to work.

Besides that, the work environment is everything that is around the midwife and in carrying out her duties or responsibilities. The midwife's work environment is a place where she works alone and handles patients herself so that the midwife creates the working conditions she wants, so it doesn't affect her performance. The results of the research analysis above can be seen that working conditions are an important factor in carrying out activities or work because, with good working conditions, work can be done well too. Maintaining good working conditions can communicate various things related to work that can be completed properly. From the results of direct observations and interviews with midwives at the Asologaima Community Health Center, it

can be stated that the work environment is good and quite supportive of health efforts as a form of duty and performance of health workers, especially midwives on duty where all completeness is fulfilled in the work process, the work environment is considered to affect the process. midwife performance.

Based on the researcher's assumption that working conditions are a supporting variable for the creation of midwife performance. With these conditions, a work atmosphere will automatically be built that allows the implementation of good cooperation in achieving services. The comfort factor and the relationship between fellow friends and superiors, room conditions, adequate facilities and infrastructure, and psychological workplace arrangements will create a conducive atmosphere for doing work so that work targets can be more easily achieved at the right time and optimal results

Also, the relationship between workers referred to in this study is the midwife's acknowledgment regarding the relationship that occurs between health workers, both other midwives, and leaders in carrying out their duties. The working relationship is everything that is around the workers both physically and non-physically that affects the tasks assigned and a conducive work environment will encourage and increase the passion of the midwife so that the midwife commits. Working conditions are the scope or space in the place where a person works and can directly affect the physical and mental condition of employees at work.

Interpersonal relationships are relationships that occur quite frequently in everyday life. Effectiveness in interpersonal relationships will encourage positive relationships between friends, family, community, and parties who communicate with each other. This provides benefits and maintains (Prasetyo & Nurtjahjanti, 2012). The working relationship referred to in this study is the recognition of health workers related to the relationship that occurs between other health workers in carrying out their duties. In this study, some officers stated that the working relationship was good. This is because the informants already feel they have a harmonious relationship with fellow health workers. The a harmonious relationship between health workers because the leader at the end of the year always holds a family gathering so that the relationship between fellow officers is well established. This argument is strengthened by the results of an interview with one of the health workers at the Asologaima Community Health Center.

## 4 Conclusion

The results showed that there was no effect of work performed on the performance of health midwives at the community health center. There is no influence between recognition, responsibility, incentives, work relations, and working conditions on the performance of midwives at the community health center. Therefore, it is hoped that the government will pay more attention to incentives for health workers, especially midwives at the community health center increasing working hours.





### *Acknowledgments*

We are grateful to two anonymous reviewers for their valuable comments on the earlier version of this paper.



## References

- Agus, A. H. (2013). *Hubungan Motivasi Kerja dengan Kinerja Perawat di RSUD Sinjai*. UIN Alauddin Makassar.
- Borrelli, S. E. (2014). What is a good midwife? Insights from the literature. *Midwifery*, *30*(1), 3-10. <https://doi.org/10.1016/j.midw.2013.06.019>
- Cannon, M. (2015). *Employee recognition : understanding the construct, its measurement and its relationship to employee outcomes*. Saint Mary's University.
- Departemen Kesehatan Republik Indonesia. (2015). *Petunjuk Teknis dan Bimbingan Kinerja Bidan dan Perawat*. Departemen Kesehatan Republik Indonesia.
- Gomes, F. C. (2003). *Manajemen Sumber Daya Manusia*. Andi Yogyakarta.
- Hasibuan, M. S. P. (2005). *Organisasi dan Motivasi : Dasar Peningkatan Produktivita*. PT Bumi Aksara.
- Kadarisman, M. U. H. (2012). Analysis on Factors that Influence Job Satisfaction of Government Employees. *Journal of Administrative Science & Organization*, *19*(1), 55-68.
- Kamaluddin. (2016). Correlation between Turnover Intention, Job Satisfaction, and Job Stress on Employees of PT. X Jambi. *Journal of Heuristic Industrial Engineering*, 1-22.
- Klimesch, W. (1999). EEG alpha and theta oscillations reflect cognitive and memory performance: a review and analysis. *Brain research reviews*, *29*(2-3), 169-195. [https://doi.org/10.1016/S0165-0173\(98\)00056-3](https://doi.org/10.1016/S0165-0173(98)00056-3)
- Larasati, S., & Gilang, A. (2014). Pengaruh Motivasi Kerja terhadap Kinerja Karyawan Wilayah Telkom Jabar Barat Urata (Witel Bekasi). *Jurnal Manajemen Dan Organisasi*, *V*(3), 200-2014.
- Lee, M. K., Cheung, C. M., & Chen, Z. (2005). Acceptance of Internet-based learning medium: the role of extrinsic and intrinsic motivation. *Information & management*, *42*(8), 1095-1104. <https://doi.org/10.1016/j.im.2003.10.007>
- Lin, Y. G., McKeachie, W. J., & Kim, Y. C. (2003). College student intrinsic and/or extrinsic motivation and learning. *Learning and individual differences*, *13*(3), 251-258. [https://doi.org/10.1016/S1041-6080\(02\)00092-4](https://doi.org/10.1016/S1041-6080(02)00092-4)
- Litvack, J. I., & Bodart, C. (1993). User fees plus quality equals improved access to health care: results of a field experiment in Cameroon. *Social science & medicine*, *37*(3), 369-383. [https://doi.org/10.1016/0277-9536\(93\)90267-8](https://doi.org/10.1016/0277-9536(93)90267-8)
- Oudeyer, P. Y., Gottlieb, J., & Lopes, M. (2016). Intrinsic motivation, curiosity, and learning: Theory and applications in educational technologies. *Progress in brain research*, *229*, 257-284. <https://doi.org/10.1016/bs.pbr.2016.05.005>
- Prasetyo, A. R., & Nurtjahjanti, H. (2012). Pengaruh penerapan terapi tawa terhadap penurunan tingkat stres kerja pada pegawai kereta api. *Jurnal Psikologi Undip*, *11*(1), 59-73.
- Puskesmas Asologaima. (2019). *Data KIA Dan Rekap Bidan Puskesmas Asologaima*.
- Reisner, S. L., Veters, R., Leclerc, M., Zaslow, S., Wolfrum, S., Shumer, D., & Mimiaga, M. J. (2015). Mental health of transgender youth in care at an adolescent urban community health center: a matched retrospective cohort study. *Journal of Adolescent Health*, *56*(3), 274-279. <https://doi.org/10.1016/j.jadohealth.2014.10.264>
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary educational psychology*, *25*(1), 54-67. <https://doi.org/10.1006/ceps.1999.1020>
- Saunderson, R. (2004). Survey findings of the effectiveness of employee recognition in the public sector. *Public personnel management*, *33*(3), 255-275.
- Sembiring, T. B., Maruf, I. R., Susilo, C. B., Hidayatulloh, A. N., & Bangkara, B. M. A. S. A. (2022). Health literacy study on approaching forest and boosting immune system strategy. *International Journal of Health Sciences*, *6*(1), 40-49. <https://doi.org/10.53730/ijhs.v6n1.3145>
- Swerts, M., Westhof, E., Bogaerts, A., & Lemiengre, J. (2016). Supporting breast-feeding women from the perspective of the midwife: A systematic review of the literature. *Midwifery*, *37*, 32-40. <https://doi.org/10.1016/j.midw.2016.02.016>
- Taylor, P. J. (2005). Matrix effects: the Achilles heel of quantitative high-performance liquid chromatography-electrospray-tandem mass spectrometry. *Clinical biochemistry*, *38*(4), 328-334. <https://doi.org/10.1016/j.clinbiochem.2004.11.007>

## Biography of Authors

	<p><b>Restituta Maria Salome Resubun</b> is a student of the master's program, faculty of public health, Universitas Hasanuddin, majoring in health and policy administration. <i>Email: <a href="mailto:tutaresubun@gmail.com">tutaresubun@gmail.com</a></i></p>
	<p><b>Amran Razak</b> was born in Makassar, South Sulawesi, completing his bachelor's degree at the Faculty of Economics, Unhas in 1983. Then earned his master's degree at the UI Postgraduate Faculty in Health Planning &amp; Management in 1990. After that, he continued his doctorate in Economics at PPs UNHAS in 2004. served as Assistant Chancellor for Student Affairs (Echelon I/b) Hasanuddin University for the 1997-2001 period and has now become a Professor of FKM Unhas and has served as teaching staff in the Department of Health Administration and Policy of Public Health, Universitas Hasanuddin, since 1986. Health Insurance. <i>Email: <a href="mailto:amran_razak34@yahoo.co.id">amran_razak34@yahoo.co.id</a></i></p>
	<p><b>Alwy Arifin</b> was born in Makassar, South Sulawesi, completing his bachelor's degree at the Faculty of Social and Political Sciences, Hasanuddin University in 1988. Then he earned a master's degree at the Postgraduate degree at Universitas Hasanuddin in 1995 in the field of IKM-Health Administration. He is currently serving as a lecturer in the Department of Health Administration and Policy. The competence that he controls is in the field of Health Financing Administration. <i>Email: <a href="mailto:muhalwiarifin@yahoo.com">muhalwiarifin@yahoo.com</a></i></p>
	<p><b>Indar</b> was born in Makassar, South Sulawesi, completing his bachelor's degree at the Faculty of Law, Hasanuddin University in 1984. Then he earned a master's degree from Hawaii University in health law in 1990. After receiving his master's degree, he continued his doctoral program and completed his studies at Hasanuddin University Postgraduate program in health law in 2003. He is a professor at Public Health Faculty in Universitas Hasanuddin and serves as a lecturer in the Department of Health Administration and Policy. The Expert Competencies that he controls are Health Insurance. <i>Email: <a href="mailto:indar.sh@gmail.com">indar.sh@gmail.com</a></i></p>



	<p><b>Anwar Mallongi, SKM., MSc., Ph.D</b> Born in Pare-pare, South Sulawesi on August 16, 1974. He completed his Bachelor's Degree in Public Health at the Faculty of Public Health, Department of Environmental Health, Universitas Hasanuddin. 1998, and has been a permanent lecturer in the same department from 1999 until now. Master's Program in Urban Environmental graduated in 2004 at Wageningen University Research Center Joint Program With IHS-Erasmus Rotterdam, The Netherlands. Completed the Ph.D. Sanitary Engineering, Environmental Technology Program at the Faculty of Public Health Mahidol University, Thailand, 2013. <i>Email: <a href="mailto:anwar_envi@yahoo.com">anwar_envi@yahoo.com</a></i></p>
	<p><b>Yahya Thamrin</b> completing his bachelor's degree at the Faculty of Public Health, Hasanuddin University in 1998. Then he earned a master's degree from the Faculty of Public Health, Universitas Hasanuddin. After receiving his master's degree, he continued his doctoral program and completed his studies at The University of Adelaide in 2016. He is a professor in Public Health Faculty at Hasanuddin University and serves as a lecturer in the Department of Occupational Health and Safety. <i>Email: <a href="mailto:yahyathamrin@yahoo.com">yahyathamrin@yahoo.com</a></i></p>