
Strengthening The Motivation Of Community Health Center Officers In Increasing Community Satisfaction Through The Integration Of The Job Demands–Resources Model And Conservation Of Resources

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Abstract

Digital transformation in primary health care services has increased work demands among health workers, particularly in administrative tasks and application-based reporting systems. This condition may affect the work motivation of Puskesmas staff if it is not balanced with adequate work resources. This community service activity aimed to strengthen the work motivation of Puskesmas health workers through an integrative approach of the Job Demands–Resources (JD-R) model and the Conservation of Resources (COR) theory. The activity was conducted at UPTD Muara Rapak Public Health Center, Balikpapan, using a descriptive participatory approach. The stages included identification of work-related problems, prioritization of key issues, implementation of educational and reflective interventions, and initial evaluation of staff responses. The intervention focused on improving staff understanding of the balance between job demands and job resources, as well as the importance of protecting individual resources in dealing with digital work demands. The results indicated an improvement in staff awareness and understanding regarding workload management, utilization of organizational support, and maintenance of individual resources. The integration of the JD-R model and COR theory is considered relevant as a conceptual basis for strengthening health workers' motivation in primary health care settings. This activity is expected to serve as an initial reference for developing human resource strengthening strategies in primary health care services.

Keywords: Community Service, JD-R, COR, Work Motivation, Public Health Center, Health Workers.

INTRODUCTION

Digital transformation in primary healthcare services has become an essential component of efforts to improve efficiency, accountability, and service quality. In Indonesia, the implementation of digital-based health information systems at the *Puskesmas* level has driven significant changes in the work patterns of healthcare workers, particularly in administrative tasks and performance reporting (Ministry of Health of the Republic of Indonesia, 2021).

Although digitalization offers benefits in improving service governance, numerous studies indicate that increased use of work-related applications also leads to higher cognitive workload and psychosocial pressure among healthcare workers. Recent studies show that digital job demands can expand administrative burdens and trigger technostress if not accompanied by adequate resource support (Scholze & Hecker, 2023; Stoumpos et al., 2023).

Work motivation among healthcare workers is a key factor in maintaining service quality and public satisfaction. Recent research reveals that work motivation plays a crucial role in sustaining work engagement and preventing emotional exhaustion among healthcare workers in primary care settings (Van den Broeck et al., 2021; Lesener et al., 2022). A decline in work motivation may directly affect the quality of service interactions and public perceptions of satisfaction.

The Job Demands–Resources (JD-R) model remains one of the most relevant theoretical frameworks for explaining the relationship between job demands and healthcare workers' motivation. Recent studies indicate that increased job demands, including digital demands, are significantly associated with work stress and burnout, while job resources function as protective factors against work-related strain (Bakker & Demerouti, 2022; Xanthopoulou et al., 2023).

In addition, Conservation of Resources (COR) theory explains that work stress arises when individuals experience resource loss or threats to the loss of important resources such as energy, time, and job control. Recent studies demonstrate that resource loss spirals constitute a key mechanism

underlying the increasing work stress experienced by healthcare workers in the era of service digitalization (Hobfoll et al., 2021; Halbesleben et al., 2023).

The integration of the JD-R and COR approaches is increasingly considered relevant in contemporary occupational health research, as it is able to explain both the structural relationships of job demands and the individual psychological mechanisms involved in maintaining occupational well-being (Bakker et al., 2023). This integrative approach provides a more comprehensive analytical framework for understanding the work dynamics of healthcare workers in increasingly digitalized primary healthcare services.

Based on these conditions, this community service activity was conducted as an effort to strengthen the work motivation of *Puskesmas* staff through an integrative Job Demands–Resources and Conservation of Resources approach. This activity is expected to provide an initial contribution to strengthening the management of healthcare human resources that is adaptive to the demands of digital transformation in primary healthcare services.

RESEARCH METHODS

Activity Design

This activity employed a participatory descriptive approach in the form of community service. This approach was selected to systematically describe the implementation process of strengthening healthcare workers' work motivation through active participant involvement throughout the activity. The model facilitates a two-way learning process between facilitators and participants and provides space for reflection on the working conditions encountered in primary healthcare service settings.

Location and Time of Implementation

The community service activity was conducted at UPTD *Puskesmas* Muara Rapak, Balikpapan, East Kalimantan Province, in January 2026.

Target Participants

The target participants were healthcare workers and service staff at the *Puskesmas* who are directly involved in healthcare delivery and digital application-based administrative reporting. The selection of participants was based on their strategic role in the implementation of primary healthcare services and their direct involvement in digital-based work systems.

Stages of Activity Implementation

The activity was carried out through the following stages:

1. Problem Identification

The initial stage was conducted through field observations and preliminary discussions with *Puskesmas* staff to identify work-related problems associated with workload, digital demands, and work motivation.

2. Analysis and Prioritization of Problems

The identified problems were analyzed based on their level of urgency, impact on work motivation, and feasibility of intervention at the *Puskesmas* level. The results of this analysis were used to determine priority issues that became the focus of the activity.

3. Implementation of Educational and Reflective Interventions

Interventions were carried out through the provision of education on the Job Demands–Resources (JD-R) and Conservation of Resources (COR) concepts, followed by reflective discussions with staff. The activities focused on enhancing understanding of the balance between job demands and the strengthening of work resources at both individual and organizational levels.

4. Initial Evaluation of Activity Implementation

Evaluation was conducted qualitatively through observation of participant engagement, responses to the materials, and joint reflections on the benefits of the activity in supporting work motivation.

Data Collection Techniques

Activity data were collected through:

- direct observation during the activity,
- reflective discussions with participants, and
- documentation of the community service activities.

Data Analysis Techniques

- Data were analyzed using a descriptive narrative approach by outlining the activity process, implementation outcomes, and the significance of the activity from the perspective of strengthening healthcare workers' work motivation based on the JD-R and COR approaches.

RESULTS AND DISCUSSION

Overview of Healthcare Workers' Working Conditions

The results of initial observations and discussions with *Puskesmas* staff indicate that healthcare workers are facing increasing job demands as a consequence of the digitalization of primary healthcare services. In addition to being responsible for direct service delivery to the community, staff are also required to complete various administrative tasks and digital application-based performance reporting within limited timeframes. This condition has generated work pressure that is perceived across nearly all service units.

These findings indicate an increase in digital job demands that require high levels of concentration, timeliness, and multitasking ability. Several recent studies have reported that high digital demands can increase cognitive workload and the risk of technostress among healthcare workers, particularly in primary care settings (Scholze & Hecker, 2023; Stoumpos et al., 2023).

Results of Community Service Activity Implementation

The community service activities were conducted through educational sessions and reflective discussions focusing on the balance between job demands and job resources. During the activities, staff demonstrated active participation by sharing their work experiences, perceived barriers, and the adaptive strategies they had employed in their daily tasks.

The results indicate an improvement in staff understanding of the basic concepts of the Job Demands-Resources (JD-R) model and Conservation of Resources (COR) theory. Participants began to recognize that the work pressure they experience is not solely attributable to individual factors, but is also closely related to work structure and the availability of organizational resources. This awareness represents an initial step toward strengthening work motivation.

Discussion Based on the Job Demands-Resources Approach

Within the Job Demands-Resources framework, the findings suggest that high digital job demands that are not balanced by adequate job resources have the potential to reduce staff work motivation. Recent studies emphasize that job resources such as leadership support, role clarity, and digital skills training play a crucial role in maintaining motivation and work engagement among healthcare workers (Bakker & Demerouti, 2022; Xanthopoulou et al., 2023).

The educational and reflective activities implemented in this community service program functioned as a form of psychosocial reinforcement that enhanced perceptions of workplace support. This is consistent with previous research indicating that work-related interventions can improve work engagement even when job demands remain high (Lesener et al., 2022).

Discussion Based on Conservation of Resources and Implications

From a Conservation of Resources perspective, the reflective discussions helped staff recognize the importance of maintaining individual resources such as work energy, recovery time, and social support. Recent research indicates that repeated resource loss can trigger a resource loss spiral, accelerating the emergence of work stress and emotional exhaustion (Hobfoll et al., 2021; Halbesleben et al., 2023).

This community service activity contributed to increasing staff awareness of the importance of protecting individual resources as part of a strategy to sustain work motivation. Accordingly, the integrative JD-R and COR approach provides a robust conceptual framework for understanding and responding to the work dynamics of healthcare workers in the era of digitalized primary healthcare services.

CONCLUSION

This community service activity illustrates that digital transformation in primary healthcare services has significant consequences for the work dynamics of healthcare workers at *Puskesmas*. The increase in administrative tasks and digital application-based reporting expands staff workload and demands higher levels of cognitive and emotional adaptability. Such conditions have the potential to affect work motivation if they are not accompanied by adequate job resource support.

The results of the activity demonstrate that educational and reflective approaches are effective in enhancing staff understanding and awareness of the importance of balancing job demands and job resources. Healthcare workers began to recognize that the work pressure they experience is not solely attributable to individual factors, but is also closely related to work structures and organizational systems. This understanding serves as an important foundation for strengthening healthcare workers' work motivation.

From a theoretical perspective, the integration of the Job Demands-Resources and Conservation of Resources approaches proves to be highly relevant in explaining the mechanisms underlying work stress and declining motivation in the era of digitalized healthcare services. The JD-R model provides a framework for understanding the relationship between job demands and the availability of job resources, while COR theory explains the psychological processes of individual resource loss that may trigger work exhaustion. The combination of these two approaches enables a more comprehensive analysis of healthcare workers' working conditions in primary healthcare settings.

From a practical standpoint, this community service activity indicates that strengthening healthcare human resources requires not only structural interventions, but also approaches that focus on increasing awareness, work reflection, and psychosocial support. Such approaches have the potential to serve as an initial strategy for maintaining staff work motivation and supporting the sustainability of service quality at *Puskesmas*.

Accordingly, the findings of this activity are expected to serve as an initial reference for the development of healthcare human resource strengthening programs that are more adaptive to the demands of digital transformation in primary healthcare services, while also contributing academically to the development of studies based on the integration of the JD-R and COR frameworks within the context of healthcare services in Indonesia.

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