

Work Motivation of Medical Records Personnel Based on Maslow's Hierarchy of Needs

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ABSTRACT

Work motivation is an important factor influencing the performance and service quality of Medical Records and Health Information personnel in hospitals. However, not all need factors that shape work motivation are comprehensively understood in the context of the medical records unit. This study aims to identify the factors influencing the work motivation of Medical Records and Health Information personnel at the Medical Records Installation of Hospital X based on the hierarchy of needs. The study employed a qualitative approach through in-depth interviews with medical records staff. The results indicate that all levels of needs are interrelated in shaping work motivation. Safety needs are fulfilled through clear work procedures and senior guidance, creating a sense of security in the workplace. Social and safety needs were identified as the most dominant factors influencing daily work motivation. **Conclusion:** Comprehensive fulfillment of needs plays an important role in sustaining the motivation and performance of medical records personnel

INTRODUCTION

Medical Records and Health Information Personnel (MRHIP) play an essential role in supporting healthcare services through the management of accurate, complete, and timely medical information. The quality of medical record management significantly influences the quality of healthcare services, administrative accountability, and the effectiveness of both internal and external hospital reporting systems (Karmanto et al., 2023). Therefore, MRHIP are required to perform their duties professionally, accurately, and responsibly in every aspect of health information management.

The performance of Medical Records and Health Information Personnel is influenced not only by their competencies but also by their work motivation. Work motivation serves as a driving force that affects an individual's enthusiasm, discipline, and quality of work (Garmelia et al., 2021). Performance refers to the outcomes achieved based on the quality and quantity of work performed in accordance with assigned responsibilities. A study conducted by Faiha et al. (2023) at Koja Regional General Hospital demonstrated a significant relationship between work motivation and the performance of medical records personnel, indicating that higher levels of motivation contribute to improved work quality and discipline. Similar findings were reported by Wardani et al. (2020), who identified a significant relationship between work motivation and the performance of medical records personnel in a different research setting. These findings highlight the importance of work motivation in optimizing the performance of Medical Records and Health Information Personnel.

Work motivation may be influenced by both intrinsic and extrinsic factors. Extrinsic factors include supervision, reward systems, working conditions, and employment status, whereas intrinsic factors are related to personal satisfaction and opportunities for self-development (Fadilla et al., 2022). Various studies have shown that work motivation is associated with accuracy, discipline, and compliance in completing healthcare documentation and medical records. Research by Mulyana and Mirza (2025) found a relationship between healthcare workers' motivation and the completeness of electronic medical record documentation. Furthermore, motivation plays an important role in improving healthcare workers' compliance with service reporting requirements. Conversely, low levels of motivation may reduce documentation accuracy and reporting effectiveness, which can ultimately affect the quality of hospital services.

To better understand the dynamics of work motivation, Maslow's Hierarchy of Needs Theory can be used as an analytical framework. This theory explains that individual motivation is influenced by the fulfillment of five levels of needs: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Fulfillment of needs at one level influences the emergence of needs at the next level, creating a continuous motivational process within the workplace.

Based on a preliminary study conducted at the Medical Records Installation of Hospital X on October 15, 2025, it was found that the performance of Medical Records and Health Information Personnel had generally been satisfactory. However, several challenges remained, particularly regarding limitations in facilities and work infrastructure. In addition, factors such as work motivation, working conditions, compensation, leadership style, and workplace social relationships were perceived positively, although their influence varied among individuals. These findings indicate the need for a more comprehensive investigation into the factors influencing the work motivation of MRHIP using a systematic theoretical framework. Therefore, this study aims to analyze the factors influencing the work motivation of Medical Records and Health Information Personnel at the Medical Records Installation of Hospital X based on Maslow's Hierarchy of Needs Theory.

RESEARCH METHODS

This study employed a qualitative approach with a phenomenological research design. This approach was selected to gain an in-depth understanding of the subjective experiences of Medical Records and Health Information Personnel (MRHIP) regarding their work motivation within the context of hospital medical records services. A phenomenological design enables researchers to explore the meanings of work experiences as directly perceived and experienced by participants in real-life situations (Nasir et al., 2023).

Data were analyzed using thematic analysis. Thematic analysis is a method used to identify, analyze, and report patterns or themes within qualitative data (Rozali, 2022). The analysis process consisted of several stages: (1) repeatedly reading interview transcripts to gain a comprehensive understanding of the data; (2) assigning codes to data segments relevant to the research focus; (3) grouping codes into categories with similar meanings; (4) identifying and defining major themes; and (5) reviewing the consistency between the identified themes and the research data. The resulting themes were then categorized according to the five levels of Maslow's hierarchy of needs, which served as the primary analytical framework of this study.

The trustworthiness of the data was ensured through the application of credibility, transferability, dependability, and confirmability criteria. Credibility was established through member checking with participants to ensure that the researchers' interpretations accurately reflected their experiences. Transferability was enhanced by providing a detailed description of the research context. Dependability and confirmability were maintained by systematically documenting all stages of the research process (Mekarisce, 2020).

RESULTS

The findings of this study were developed based on the synthesis of major themes derived from in-depth interviews with Medical Records and Health Information Personnel (MRHIP) at Hospital X. The analysis revealed that work motivation is formed through the fulfillment of interconnected needs that develop progressively, ranging from basic physiological needs to self-actualization needs. The synthesis of themes and the interpretation of the findings are presented in Table 1.

Table 1. Summary of Work Motivation Themes among Medical Records and Health Information Personnel Based on Maslow's Hierarchy of Needs

Main Theme	Subtheme	Interpretation of Findings
Physiological Needs	Salary in accordance with regional minimum wage standards, payroll policy	Salary serves as the foundation of motivation but is not the sole determinant of work motivation
Safety Needs	Employment status, standard operating procedures (SOPs), senior support	Structural and psychosocial security enhances confidence and work performance
Social Needs	Harmonious relationships, teamwork, communication	A positive social environment strengthens motivation and workplace comfort
Esteem Needs	Formal and informal rewards, leave flexibility	Recognition increases employee commitment and loyalty
Self- Actualization Needs	Training, competency development, continuing professional development credits	Self-actualization encourages professionalism and improves service quality

Based on the findings, physiological needs serve as the initial foundation for work motivation. Salary is perceived as an essential means of fulfilling basic needs, supporting daily living, and ensuring economic stability. Most participants considered their salaries to be appropriate in relation to existing regulations and workload responsibilities. However, work motivation was not solely determined by financial factors. Professional responsibility, job satisfaction, and dedication to service also emerged as intrinsic motivators that strengthened work enthusiasm. These findings suggest that compensation functions as an initial motivational stimulus but is not the dominant determinant of work motivation.

At the level of safety needs, work motivation was influenced by employment security, the availability of standard operating procedures, and support from senior colleagues. SOPs provide clear work guidelines, reduce the risk of errors, and clarify responsibilities, enabling employees to perform their duties with greater confidence. Senior support was particularly important in facilitating adaptation and increasing self-confidence among newly recruited staff. These findings indicate that feelings of security are not only structural in nature but also psychosocial. This finding is consistent with the study conducted by Kusuma and Yudiaatmaja (2025), which reported that a supportive work environment positively influences healthcare workers' productivity.

Social needs also played a significant role in shaping work motivation. Harmonious workplace relationships, open communication, and effective teamwork contributed to a comfortable working environment and supported optimal task completion. A positive social environment enhanced work enthusiasm and helped employees adapt more effectively to workplace demands. These findings are consistent with those reported by Basir et al. (2022), who demonstrated the positive influence of interpersonal communication on nursing performance.

Regarding esteem needs, both formal and informal reward systems were found to enhance employees' sense of appreciation and recognition within the organization. Rewards based on years of service, as well as flexibility in leave management, were perceived as indicators of management's appreciation for employee contributions. Such recognition carries not only material value but also symbolic and psychological significance, thereby strengthening employee commitment and loyalty. These findings are consistent with previous studies by Rahayu et al. (2023) and Elma et al. (2025), which reported that recognition and rewards contribute positively to employee performance and job satisfaction among healthcare workers.

At the highest level of Maslow's hierarchy, self-actualization emerged as an intrinsic factor that strengthened professional commitment. According to Maslow's theory, self-actualization motivates individuals to maximize their potential and pursue personal growth. Within the context of Medical Records and Health Information Personnel, self-actualization was reflected through participation in training programs, competency development activities, and the fulfillment of continuing professional development requirements. Opportunities for growth and professional advancement enhanced motivation, commitment, and service quality. These findings are in line with Tarigan et al. (2026), who reported a positive relationship between self-actualization and healthcare worker performance, and Nathalia et al. (2025), who found that self-actualization contributes significantly to employee productivity.

Overall, the findings indicate that the work motivation of Medical Records and Health Information Personnel at Hospital X is shaped by the integration of physiological, safety, social, esteem, and self-actualization needs. Work motivation is not determined by a single factor but rather by a combination of financial incentives, working conditions, interpersonal relationships, recognition systems, and intrinsic aspirations for personal growth. Comprehensive fulfillment of these needs is essential for sustaining work motivation and improving the quality of healthcare services.

DISCUSSION

Physiological Needs

The findings revealed that the physiological needs of Medical Records and Health Information Personnel (MRHIP) at Hospital X were primarily related to salary fulfillment as a basic work-related need. Most participants perceived that their salaries were commensurate with their workload and complied with the regional minimum wage standards, enabling them to meet their daily living needs, although they did not consider the compensation excessive. All participants also acknowledged that salary influenced their work motivation by enhancing their enthusiasm for work. Nevertheless, work motivation was not solely determined by financial factors but was also influenced by professional responsibility, job satisfaction, and a sense of dedication to service. Salary policies were established in accordance with the hospital's human resource regulations and job classification system.

These findings indicate that salary serves as both a means of fulfilling basic needs and an initial driver of work motivation; however, it is not the sole determinant of motivation. This finding is consistent with the study conducted by Umpung et al. (2020), which reported a significant relationship between compensation and healthcare workers' motivation. However, the present study found that the influence of financial factors was relatively moderate, as work motivation was also shaped by intrinsic factors such as professional responsibility and the perceived meaning of work. This finding differs from previous studies that emphasized the dominant role of financial welfare, as the motivation of MRHIP at Hospital X was influenced by a combination of basic needs fulfillment and psychological factors. Therefore, work motivation among MRHIP can be understood as a more holistic construct.

Safety Needs

The findings showed that the safety needs of MRHIP were associated with employment status, support from senior staff, and the availability of Standard Operating Procedures (SOPs). Employment status was perceived to influence work motivation, although responses varied among participants. Contract employees tended to demonstrate higher levels of motivation as a means of maintaining their employment, whereas others believed that motivation was more strongly influenced by personal professionalism. A sense of security was also fostered through guidance from senior colleagues, which helped new employees understand work procedures and increased their confidence in performing their duties. Furthermore, all participants stated that SOPs functioned as clear work guidelines that reduced errors, clarified responsibilities, and minimized conflicts among staff, thereby enabling work to be performed more effectively and with greater confidence.

These findings suggest that workplace security plays an important psychological role in shaping the work motivation of MRHIP. Employment stability, social support in the workplace, and clear organizational regulations contribute to a stronger sense of security and commitment to work. This finding is consistent with the study by Kusuma and Yudiaatmaja (2025), which demonstrated that work motivation and the work environment significantly influence nurses' productivity, indicating that a supportive work environment contributes to improved motivation and performance among healthcare personnel. Other studies involving healthcare workers have similarly reported that organizational support and a well-structured work environment enhance employee motivation and job satisfaction.

However, this study provides a more specific perspective by highlighting that a sense of security is not only derived from general workplace conditions but also from interpersonal dynamics, particularly the role of senior staff in facilitating workplace adaptation. Therefore, psychosocial security emerges as a context-specific factor influencing the work motivation of MRHIP, extending beyond the organizational structures commonly emphasized in previous quantitative studies. Clear work procedures and organizational support have been shown to enhance both employees' sense of security and their motivation in carrying out daily responsibilities (Pratika, 2024).

Social Needs

Based on the findings, the social needs of Medical Records and Health Information Personnel (MRHIP) at the Medical Records Installation of Hospital X were fulfilled through harmonious working relationships, effective teamwork, and mutual respect among colleagues. All participants perceived that positive workplace relationships had a direct influence on their work motivation, as they created a comfortable, supportive, and conducive working environment. Positive social interactions encouraged enthusiasm, improved concentration, and made work-related challenges feel more manageable. Conversely, poor workplace relationships could lead to discomfort, reduced motivation, and negative psychological effects on employees. The role of senior staff in mentoring junior employees, open communication, assertiveness, and professionalism were also considered important factors in maintaining positive social relationships within the workplace.

These findings indicate that social needs play a significant role in shaping the work motivation of MRHIP, consistent with Maslow's hierarchy of needs, which identifies interpersonal relationships as an important motivational factor once physiological and safety needs have been fulfilled. Positive social relationships facilitate collaboration, effective communication, and the successful completion of work tasks.

The findings are consistent with those of Basir et al. (2022), who reported that interpersonal communication significantly influenced nurses' performance ($p = 0.011$). However, these findings differ from previous research that found no significant relationship between interpersonal relations and nurses' motivation ($p = 0.364$). This discrepancy may be attributed to differences in work characteristics, as the responsibilities of MRHIP are highly collaborative and rely heavily on daily social interactions.

Therefore, the fulfillment of social needs is influenced not only by formal organizational policies but also by the interpersonal dynamics that develop within the workplace. Positive interpersonal relationships and harmonious teamwork play an important role in creating a work environment that supports employee motivation (Sinaga & Arnawilis, 2022).

Esteem Needs

The findings revealed that the esteem needs of MRHIP at the Medical Records Installation of Hospital X were fulfilled through both formal and informal recognition systems. The hospital provided periodic rewards based on years of service, including recognition after 10, 20, and 25 years of employment in the form of financial incentives, additional leave benefits, and symbolic awards. Participants perceived these rewards as expressions of appreciation and recognition that enhanced their work motivation. In addition to formal rewards, the medical records unit implemented a non-financial appreciation system through the accumulation of overtime hours, which could be converted into leave entitlements. This system was perceived as a form of management support for employee well-being and contributed to maintaining work motivation. Overall, recognition was viewed as an acknowledgment of employees' contributions and loyalty to the organization.

The fulfillment of esteem needs plays an important role in enhancing work motivation by recognizing individual contributions within the organization. Recognition is meaningful not only as a material reward but also as a form of psychological acknowledgment that fosters a sense of belonging and commitment to work. The combination of financial and non-financial rewards identified in this study demonstrates that work motivation is influenced not only by economic factors but also by symbolic recognition and workplace flexibility provided by the organization. These findings are consistent with the study conducted by Rahayu et al. (2023), which reported that recognition contributes to improved nurse performance. Similarly, Elma et al. (2025) found that recognition positively influences nurses' job satisfaction. These findings suggest that recognition systems play a vital role in strengthening motivation and commitment among healthcare professionals. Providing appreciation for employees' contributions has been shown to enhance job satisfaction and organizational commitment (Anggraeni et al., 2025).

Self-Actualization Needs

Self-actualization represents the highest level in Maslow's hierarchy of needs. At this stage, individuals are motivated to maximize their potential, enhance their professional competencies, and contribute optimally to their work. Within the healthcare context, self-actualization can be achieved through continuous training, career development opportunities, improvement of technical skills, and participation in decision-making processes and service innovations.

The findings of this study indicate that the fulfillment of self-actualization needs plays a significant role in shaping work motivation. Healthcare personnel who are provided with opportunities for growth and competency development tend to demonstrate higher levels of enthusiasm, responsibility, and professional commitment. This finding is consistent with the study conducted by Tarigan et al. (2026), which reported a significant relationship between self-actualization needs and the performance of healthcare workers at the Non-Inpatient Mandrehe Utara Community Health Center. These findings suggest that the desire for professional growth and the achievement of personal potential contribute to improved work performance in healthcare settings.

Furthermore, Nathalia et al. (2025) reported that self-actualization significantly influences the productivity of healthcare personnel at Kuala Kurun Regional General Hospital. These findings reinforce the view that when individuals are provided with opportunities to learn, improve their competencies, and advance their careers, their work productivity also increases. Therefore, self-actualization not only contributes to internal psychological outcomes such as job satisfaction and a sense of purpose but also leads to improved work performance.

From a motivational perspective, self-actualization is intrinsically driven because the desire for growth originates within the individual. Consequently, healthcare organizations should establish work environments that support collective competency development, encourage knowledge-sharing cultures, and provide equitable access to training opportunities. Such efforts not only fulfill employees' individual needs but also contribute to the overall improvement of healthcare service quality. Opportunities for training and competency development are important factors in supporting the self-actualization of medical records personnel (Maharani et al., 2025).

CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis of the five levels of needs, the work motivation of Medical Records and Health Information Personnel (MRHIP) at Hospital X is shaped by an interconnected system of needs that do not operate independently. Physiological needs, fulfilled through salary compensation, provide economic stability as the foundation of motivation. Safety needs are addressed through employment security, the availability of Standard Operating Procedures (SOPs), and support from senior staff, which create both structural and psychological security. Social needs are reflected in harmonious workplace relationships and effective teamwork that foster a supportive work environment. Esteem needs are fulfilled through formal and informal reward systems that recognize employees' contributions, while self-actualization needs are addressed through training and competency development opportunities that facilitate professional growth.

These five levels of needs form a hierarchical yet interactive motivational system. The fulfillment of basic needs serves as a prerequisite for the emergence of higher-level needs; however, in practice, each level reinforces the others and contributes to a sustainable motivational framework. Therefore, the work motivation of MRHIP cannot be explained by a single factor but should be understood as the integration of financial, structural, psychosocial, and self-development factors. The findings of this study support previous research indicating that the comprehensive fulfillment of work-related needs contributes to improved motivation and performance among medical records personnel (Nathalia et al., 2025).

Based on the consistency of participants' responses, social needs and safety needs were identified as the most dominant factors influencing daily work motivation. Harmonious workplace relationships, open communication, and the role of senior staff in mentoring new employees had a direct impact on workplace comfort and work enthusiasm. Meanwhile, the existence of SOPs and employment security provided role clarity and a sense of confidence in performing work responsibilities. In contrast, physiological needs functioned primarily as foundational requirements that had already been fulfilled, resulting in a less direct influence on motivation once basic needs were satisfied. Esteem and self-actualization needs tended to function as long-term motivational drivers that strengthened commitment and professionalism.

These findings indicate that, within the context of Medical Records and Health Information Personnel, psychosocial and structural factors have a more substantial influence on work motivation than financial factors alone. This emphasizes that the development of work motivation within medical records services is both contextual and holistic. Therefore, human resource management strategies should focus on achieving a balance between fulfilling employees' basic needs and strengthening a supportive work environment.

Hospital management is encouraged to maintain a supportive work environment, strengthen interpersonal relationships among staff, and provide continuous opportunities for professional development to enhance the work motivation and performance of Medical Records and Health Information Personnel.

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