

CHAPTER I

INTRODUCTION

1.1 Research Background

Health is a basic right for all individuals and a shared responsibility to uphold. Therefore, health is essential, quality needs to be improved, and health needs to be protected from threats that could harm health. One of the key parties involved in maintaining and improving health is health personnel, who are directly involved in monitoring the health situation and conditions in the community (zeydani et al., 2023). According to Law Number 17 of 2023 concerning health workers, health workers are individuals committed to the healthcare sector who have acquired knowledge and skills through formal education and training. Certain roles require the authority to implement healthcare initiatives. Therefore, health personnel, with their specialized expertise, play a crucial role in preserving and improving health (Vergil et al., 2024).

The concept of Primary Health Care (PHC) was first introduced by the World Health Organization (WHO) in 1978 through the Alma-Ata Declaration. According to WHO, PHC is "essential health care based on practical, scientifically sound, and socially acceptable methods and technology, universally accessible to individuals and families in the community through their full participation, and at a cost that the community and country can afford, in the spirit of self-reliance and self-determination." PHC serves as the first point of contact for individuals and families seeking healthcare, bringing services to local communities, and forming the foundation of a continuous healthcare process. This highlights the importance

of ensuring that essential health services are available to individuals and communities near their homes and workplaces.

In Langelibalele Honey Mabuza & Mosa Moshabela. (2023) Primary health care plays a vital role in comprehensively addressing the basic health needs of individuals and communities. In Indonesia, Puskesmas (community health centers) are primary health facilities in urban and rural areas. The 4 Pillars of Primary Health Care, as outlined by Barbara Starfield, are also critical to understanding its core characteristics: Comprehensive Care, First Contact, Coordination of Care, and Continuity of Care

Secondary health facilities offer more specialized and complex health services compared to primary health facilities, such as regional general hospitals or specialty hospitals. Hospitals are institutions that provide individual healthcare services, including outpatient, emergency, and inpatient care, with the goal of maintaining and improving public health to achieve optimal health outcomes. Healthcare efforts in hospitals are carried out through a comprehensive, structured, and continuous approach, which encompasses health maintenance and improvement (promotive), disease prevention (preventive), treatment of diseases (curative), and health rehabilitation (rehabilitative) (Permenkes RI, 2019).

Every organization aims to optimize its available resources, and understanding how to effectively manage human resources to develop qualified and competent individuals is essential. Human resource management involves strategic functions that are intended to improve both organizational performance and employee satisfaction. However, as HR moves toward a more strategic role,

professionals must navigate several historical and structural challenges, including the tension between management objectives and employee welfare (Cayrat & Boxall, 2023).

According to Law Number 17 of 2023, health professionals are classified into several categories, including medical personnel, clinical psychologists, nurses, midwives, pharmacists, public health workers, environmental health personnel, nutritionists, physical therapists, medical technicians, biomedical engineers, traditional health practitioners, and other health workers. Supporting health personnel typically assist in non-medical areas such as administration, information systems, and other operational functions.

Health professionals are employed in health-related organizations or companies, both public and private. Within these organizations, health personnel are governed by a management system that includes work scheduling, ensuring patient assignments align with the specialization of the healthcare staff, and strictly adhering to Standard Operating Procedures (SOPs). The goal of management in this setting is to strike a balance between the operational demands of the organization and the well-being of health personnel. This approach ensures that healthcare workers can deliver optimal care to patients while also safeguarding their own health and welfare (Reynolds et al., 2024).

Human resources are a critical asset for companies, providing the talent, effort, and creativity essential for achieving organizational objectives. By effectively managing human resources, companies can boost productivity, foster innovation, and adapt to market changes. Additionally, investing in employee

development can enhance job satisfaction and loyalty, which in turn supports the long-term sustainability and success of the company (Ammirato et al., 2023).

In the healthcare sector, health personnel play a central role in ensuring quality service delivery. Their welfare directly influences their performance; when employees feel supported and comfortable, they are more likely to work efficiently and provide better care (Reynolds et al., 2024).

Anderson (2017) Employee satisfaction can be understood through Frederick Herzberg's two-factor theory of job satisfaction, introduced in 1959. This theory categorizes job satisfaction into two key motivational factors: *satisfiers* (intrinsic motivation) and *hygiene factors* (extrinsic motivation). Satisfiers include elements such as achievements, recognition, responsibility, opportunities for advancement, and the nature of the work itself. Hygiene factors, on the other hand, consist of compensation, job security, safety, working conditions, policies, technical supervision, and interpersonal relationships. Herzberg's two-factor theory provides a framework for evaluating employee satisfaction through surveys, helping organizations identify areas for improvement.

Health services are expected to deliver high-quality care at competitive prices, which can only be achieved if a health facility has competent human resources. Therefore, effective human resource management (HRM) is crucial for ensuring that organizational goals are met successfully. A key element of HRM is employee performance, as high performance and quality work are closely tied to employee satisfaction (Suprpto et al., 2023).

High employee performance is highly valued in healthcare settings because it contributes to the advancement and improvement of health services. HR

performance refers to the output or achievements—both in terms of quality and quantity—that employees accomplish during a specific period while fulfilling their responsibilities. Organizations that prioritize employee well-being and health through effective HR management are likely to have more engaged, satisfied, and productive employees, which leads to better overall health outcomes and a positive workplace environment (Suprpto et al., 2023).

Significant variations in individual employee characteristics can have a profound impact on health and well-being, job satisfaction, and workplace productivity (Voordt et al., 2021). Employee satisfaction is a key component of overall well-being and is essential for the long-term growth and development of both employees and organizations. Over time, employee development and organizational support can lead to higher job satisfaction and stronger commitment to the organization (Sypniewska, 2023).

Low satisfaction among hospital midwives can result in a weakened professional identity and higher employee turnover. Midwives play a vital role in supporting pregnant and breastfeeding mothers, which also helps prevent postpartum depression. Creating workplaces that allow midwives to fully utilize their expertise is essential for retaining them in the organization and ensuring the continued quality of care. Further qualitative research is necessary to gain a deeper understanding of factors influencing midwives' satisfaction (Koga et al., 2023).

Dange et al. (2023) highlighted that several factors contribute to the satisfaction of healthcare professionals, including a safe working environment, manageable workloads, reasonable working hours, and effective leadership. In developing countries, poor motivational factors such as inadequate incentives, low salaries,

poor working conditions, and weak collaboration can lead to dissatisfaction among healthcare workers. This study, conducted with a small group of healthcare professionals in Ethiopia, emphasizes the need for research on employee satisfaction in Indonesia, specifically among midwives.

Based on this, the background of this research focuses on understanding the factors that contribute to employee satisfaction among midwives in maternity services and how these factors affect their performance. Gaining insight into this relationship is expected to help develop strategies to enhance midwives' job satisfaction, ultimately leading to improved quality of care.

1.2 Research Problem

In 2024, the Ministry of Health of the Republic of Indonesia launched the Integrated Primary Services (ILP) program to strengthen the country's healthcare system. This initiative aims to provide a comprehensive approach to healthcare, with midwives playing a key role in its implementation at primary health centers (Puskesmas). However, despite the program's objectives, Google reviews have highlighted numerous complaints regarding employee performance. This study

seeks to investigate how employee satisfaction impacts performance, specifically among midwives working in primary health services.

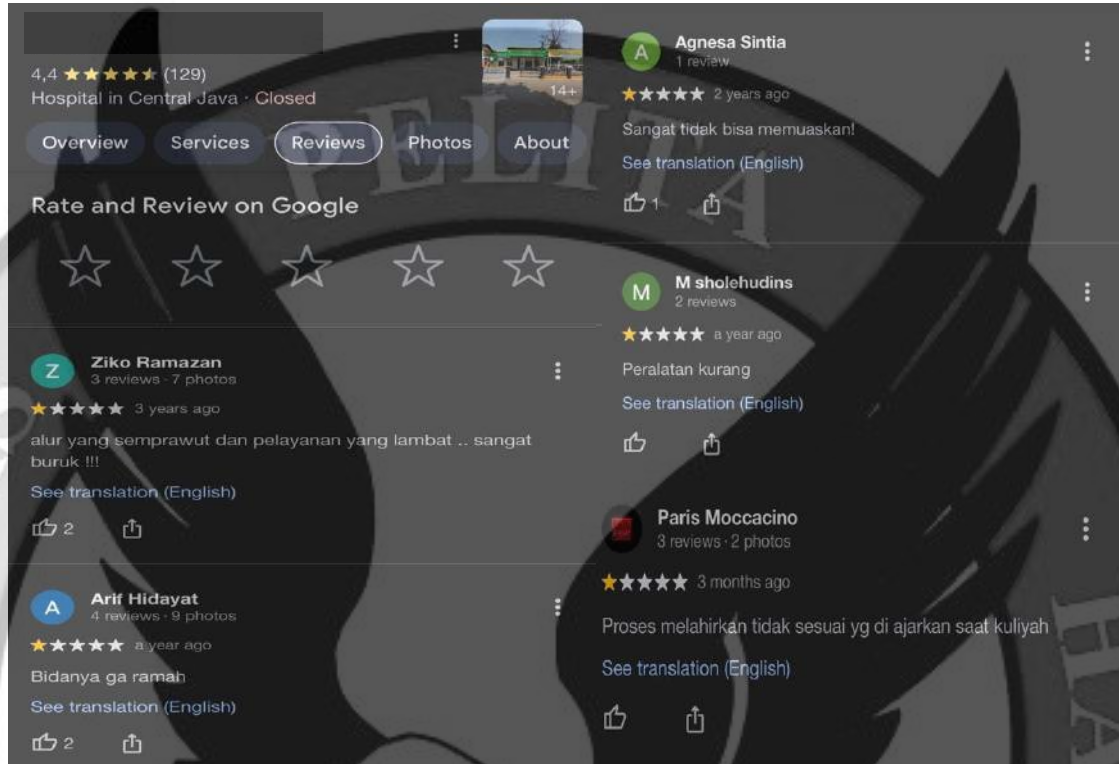


Figure 1.1. Problem Capture from Google Review TRZ Primary Health Care

1.3 Research Questions

Based on the background presented above, the research problem formulation is as follows:

1. What are these factors that contribute to employee satisfaction among midwives working in maternity services in PMC?
2. How are these factors that implemented among midwives working in maternity services in PMC?

1.4 Research Objectives

Based on the background and research problem formulation outlined above, the objectives of this study are as follows:

1. To identify the factors that contribute to employee satisfaction among midwives in maternity services.
2. To analyze how these factors influence employee satisfaction among midwives in maternity services.

1.5 Research Benefits

1. Theoretically, this research is expected to contribute to the body of knowledge in the fields of Hospital Management and other related disciplines.
2. Practically, this research is anticipated to benefit the following parties:
 - This study is expected to serve as an evaluative resource for health service providers to offer adequate support to employee, ensuring that they feel comfortable and satisfied in their work, thereby motivating them to deliver optimal services.
 - Raise the awareness among employee about the various factors that contribute to employee dissatisfaction. Despite these challenges, it emphasizes the importance of fulfilling their responsibilities in health care as a trust that must be upheld.
 - This study is expected to provide a reference for other researchers to develop and utilize this research as a basis for further investigations.