Employee's Satisfaction in Midewife Maternity Services in T Primary Health Care, Pekalongan, Central Java

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Abstract: Midwives play a vital role in addressing issues related to pregnancy and breastfeeding, which also helps prevent postpartum depression. Low satisfaction among hospital midwives can lead to inadequate professional identity and employee turnover. The aim of this study was to determine the factors that influence midwives' job satisfaction in maternity services. The stages in this research include starting, selecting cases and informants, compiling instruments and protocols, entering the field, analyzing data, establishing proportions, summarizing the literature, concluding, implications, and recommendations for further research. In this study, the researcher used ten midwives as research informants. Data collection techniques used in this study include observation, interviews, field notes. Triangulation is used to help confirm research findings, reduce the shortcomings of a single method or source, provide greater insight, quickly detect and eliminate inconsistent data, and increase the validity and credibility of the research. The researcher concluded that there were ten latent variables from ten informants. Eight latent variables contributed to employee satisfaction. These factors include sense of dedication, family orientation towards relationships, synergistic teamwork, rational compensation, support for professional development, employee facilities, empathy for scarce resources, and serving patients with diverse demographics. In addition, two factors were identified as causes of employee dissatisfaction such as flood-prone facilities and work-life imbalance.

Keyword: Employee satisfaction, midwife, maternity services, primary health care

INTRODUCTION

Health is a fundamental right for every individual and a responsibility to maintain. Therefore, health is very important and needs to be improved in quality and protected from threats that could harm health itself. One of the key parties involved in maintaining and improving health is health personnel, as they are directly involved in monitoring the health situation and conditions in the community. According to Law Number 36 of 2014 concerning Health Workers, health workers are individuals dedicated to the health field and possess knowledge and skills acquired through education in that area. For certain types, they require

the authority to carry out health efforts. Thus, health personnel play a vital role in maintaining and enhancing health due to their specialized capabilities.

The definition of Primary Health Care (PHC) was first issued by the World Health Organization in a declaration at Alma Ata. WHO defines it as "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 (WHO, 1978). " PHC is also described as the first point of contact for health care for individuals and their families, bringing health services to where people live, and is the first element of a continuous health care process. This indicates that essential health care should be accessible to individuals and communities, close to their homes and workplaces. Primary health care (PHC) plays a role in meeting the basic health needs of individuals and communities comprehensively (Mabuza & Moshabela, 2023). Puskesmas (community health centers) are primary health facilities located in both urban and rural areas of Indonesia. Mabuza & Moshabela, (2023) explain that Primary Health Care has core characteristics formulated by Barbara Starfield, known as the 4 Pillars of Primary Health Care (4C's), which are Comprehensive Care, First Contact, Coordination of Care, and Continuity of Care.

Health professional are divided into several groups according to Law Number 36 of 2014 Article 11, including medical personnel, clinical psychologists, nursing staff, midwives, pharmaceutical personnel, public health personnel, environmental health personnel, nutritionists, physical therapy personnel, medical technicians, biomedical engineering personnel, traditional health personnel, and other health workers. Additionally, there are also supporting health personnel who usually assist in non-medical fields such as administration, information systems, and other operational activities.

Health professional work in health-based organizations or companies, both public and private. Health personnel in these organizations are governed by a management system that includes work scheduling, ensuring patient allocation according to the specialization of the health personnel, and the strict application of Standard Operating Procedures. In this environment, management aims to maintain a balance between the operational needs of the organization and the welfare of health personnel. This ensures that health personnel can provide the best services to patients while maintaining their own health and well-being (Reynolds et al., 2024).

Human resources are valuable assets for companies as they provide the talent, effort, and creativity crucial for achieving organizational goals. By managing human resources effectively, companies can enhance productivity and innovation, as well as adapt to market changes. Moreover, investing in employee development can increase job satisfaction and loyalty, supporting the sustainability and long-term success of the company (Ammirato et al., 2023). Health personnel are key elements in hospitals due to their dominant role in ensuring quality service. The welfare of health personnel significantly impacts their performance; when they feel comfortable, they can work more calmly and provide better services (Reynolds et al., 2024) .

Employee's satisfaction can be based on the well-known two-factor theory of job satisfaction (Herzberg, 2015). This theory divides job satisfaction into two motivational factors: satisfiers (motivation factors), known as intrinsic motivation, and hygiene factors, known as extrinsic motivation. Satisfiers include components such as achieved accomplishments, recognition from others, responsibility, opportunities for advancement, and the nature of the work itself (Herzberg, 2015). Meanwhile, hygiene factors encompass compensation, job security and safety, working conditions, policies, technical supervision, and interpersonal relationships. Based on this description, the two-factor theory by Frederick Herzberg is used to assess employee's satisfaction surveys.

Health services are expected to provide quality services at competitive prices. This can be achieved if a health facility has competent human resources in their field. Therefore, effective HR management is necessary for organizational goals to be well achieved. One important aspect of HR management is employee performance. Good performance and high-quality work are determined by employee satisfaction (Suprapto et al., 2023). High employee performance is highly sought after by every health facility as it can drive the development and progress of health services. HR performance is the output or work achievement, in terms of both quality and quantity, achieved by HR over a specific period while carrying out their responsibilities. Organizations where HR management cares about employees and their health will have more engaged, satisfied, and productive employees, resulting in overall good health and well-being (Suprapto et al., 2023).

There is significant variation in individual employee's characteristics that influence health and well-being, employee satisfaction, and productivity at work (Voordt & Jensen, 2023). Employee satisfaction itse lf is one of the fundamental aspects of overall well-being and the sustainable development of employee's. In the long term, employee development and organizational contributions can be interpreted as higher employee's satisfaction and commitment to an organization (Sypniewska et al., 2023).

Low satisfaction among hospital midwives can lead to inadequate professional identity and employee turnover. Midwives play a crucial role in addressing issues related to pregnant and breastfeeding mothers, which also helps prevent postpartum depression. Create workplaces that enable midwives to demonstrate their expertise, allowing them to remain in the organization and maintain the quality of care. Further research in qualitative study is needed to detailed picture of satisfaction. (Koga & Iwata, 2023). Dinagde et al. (2023) mentioned that satisfaction of health professional due to several factors like safety of the working climate, workload, long working hours, and the leadership in the unit. In developing countries poor motivational factors including incentives and salaries, working climate, and working collaboration can lead dissatisfaction in heatlh professional. The study was conducted on a small number of individuals in Ethiopia. This study thus serves to bridge research conducted in Indonesia, aiming to provide alignment for employee's satisfaction among midwifery in Indonesia.

Based on the explanation, the background of this research focuses on the importance of understanding the factors that contribute employee's satisfaction among midwive's in maternity services and how these factor constibute to their performance. By understanding this relationship, it is hoped that strategies can be found to enhance employee's satisfaction, ultimately improving service quality.

METHOD

In an era of complex research, an effective research design is crucial for generating valid and relevant findings. Eisenhardt (1989) theory offers a robust qualitative approach, combining data collection and analysis simultaneously to understand social phenomena. With a focus on case study, this approach allows researchers to explore in-depth contexts and build theories grounded in empirical realities. The stages in this research include getting started, selecting cases and informants, crafting instruments and protocols, entering the field, analyzing data, constructing proportions, enfolding literature, conclusion, implications, and further research recommendations (Eisenhardt, 1989).

Data collection in research must be conducted through various sources to achieve a comprehensive understanding. This includes methods such as interviews, observations, and document analysis, all of which contribute to the depth and richness of the data obtained. Informants are essential instruments in data collection (Paré & Elam, 1997). In this study, the researcher used ten midwives as research informants. Interview guidelines:

1. Are you satisfied working as a healthcare provider at the Primary Health Center (Puskesmas)?
2. How has your experience been as a midwife at the Puskesmas?
3. What factors contribute to your satisfaction or dissatisfaction in your work?
4. How do these factors impact your services?

Four common data collection methods in qualitative research are in-depth interviews, observation, document analysis, and focus group discussions. Each of these methods is best suited to obtaining certain types of data (Palermo et al., 2019). Data collection techniques used in this study include observation, interviews, field notes. The process of organizing data into various categories, separating it according to patterns, describing it, and drawing conclusions that are easily understood by researchers and others is at the core of data analysis. This analytical technique includes coding, sorting, synthesizing, and theorizing (Saldaña, 2021). During the stages of data analysis, adjustments can be made according to the needs of the research, allowing qualitative data analysis to be more flexible and responsive to the collected data.

Eisenhardt (1989) emphasizes the importance of data triangulation, which involves using various sources and methods to enhance the validity of research findings. Through triangulation, researchers can verify information from multiple viewpoints, thereby reducing bias and improving the reliability of research outcomes. This approach ensures that the data collected is not only accurate but also representative of the phenomenon being studied. Triangulation helps confirm research findings, mitigates shortcomings of any single method or source, provides greater insights, quickly detects and eliminates inconsistent data, and enhances the validity and credibility of the study. Ultimately, research triangulation makes researchers more confident in their findings (Bans-Akutey & Tiimub, 2021).

RESULTS AND DISCUSSION
Introduction
This section outlines the results of the qualitative analysis, focusing on factors influencing midwives' satisfaction and how these factors are implemented in their work. The discussion integrates findings with existing literature to address the research objectives.

Definitions of Latent Variables
Sense of Dedication
An organization that provides its employees with opportunities to actively engage in their work, suggests enhancing the ability, motivation, and opportunity of employees to participate in the organizational interests lead to work engagement and organizational commitment strengthen. In this context, decication contribute to enhancing job performance (Gede & Huluka, 2024).

A sense of dedication in the workplace refers to an employee's commitment to their responsibilities, goals, and the organization as a whole. It embodies a strong work ethic, a desire to contribute meaningfully, and a willingness to go above and beyond to ensure success. Dedicated employees tend to show resilience in the face of challenges, continuously strive to improve their performance, and are often motivated by personal and professional growth. This sense of dedication is essential for organizational success, as it fosters increased productivity, loyalty, and engagement, which are critical for achieving long-term goals. The dedicated healthcare workers are better equipped to handle the demands of their roles, leading to higher patient satisfaction and better health outcomes (Kim et al., 2022).

Prone-to-Flooding Facilities
Infrastructure in healthcare refers to the physical and organizational structures, facilities, and systems necessary for delivering healthcare services. This includes hospitals,

clinics, medical equipment, and information systems that support patient care. Accessibility pertains to the ease with which individuals can obtain needed medical services, influenced by factors such as geographic location, transportation, and the availability of healthcare providers. Together, robust infrastructure and high accessibility are critical for ensuring effective healthcare delivery and equitable health outcomes (WHO, 2023).

WHO (2023) emphasizes that appropriate infrastructure is the foundation for universal health coverage, as well-structured, equipped, and clean health facilities give local communities a sense of security and encourage people to confidently access healthcare. However, in many regions, healthcare infrastructure is often insufficient or inadequate, with existing facilities in poor condition. This highlights the urgent need for refurbishment and retrofitting, in addition to building new facilities. Moreover, health facility must to remain emain intact, accessible and functional at maximum capacity before, during and immediately following an emergency or disaster, health-care infrastructure must be prepared for all types of hazards.

Work-Life Imbalance

Putri et al. (2023) examine that the increasing of workload sometimes can effect conflict between other professional healthcare. Working condition with excessive workload resulted fatigue and stress among professional healthcare. And the professional healthcare in primary healthcare may have less energy, motivation, and focus on devoting themselves to their work, leading to lower work performance and more conflicts. To anticipate negative consequences healthly work life balance is crusial, as prioritizing activities that enhance personal lives.

This issue is exacerbated by factors such as long working hours, the encroachment of work into personal life due to technology, and inadequate workplace policies supporting work-life balance. For instance, excessive work hours are associated with heightened risks of health issues such as stroke and stress-related illnesses (Popescu et al., 2023). These findings highlight the critical need for organizations to implement interventions that promote holistic well-being and prevent work-life conflicts.

Family Oriented Teamwork Relationship

A Family-Oriented Teamwork Relationship is a workplace dynamic in which team interactions and support structures resemble the mutual care and trust typically found in a family unit. This approach values collaboration, empathy, and a sense of shared responsibility among team members. It often involves open communication, respect for diverse needs, and a focus on collective well-being. This relatioship can lead higher employee's satisfaction, because the ebnvironment in working promotes loyalty and emotional support in the teamwork (Kossek & Ozeki, 1998).

Family-oriented teamwork emphasizes collaboration built on shared values, trust, and mutual support, similar to the dynamics within families. This approach is crucial in settings where interpersonal relationships significantly influence outcomes, such as healthcare and education (Taruscio et al., 2023).

Synergize Teamwork

The importance of building effective teamwork and cooperative improve services (Zainuri & Huda, 2023). Healthcare workers are encouraged to communicate a clear vision and promote collaboration through shared experiences, diverse perspectives, and open communication. These efforts aim to enhance problem-solving skills, collective responsibility, and time management within the team. In the workplace, cooperative learning strategies are emphasized as essential for developing teamwork skills, social inclusion, and practical problem-solving abilities, especially in preparing individuals to face future challenges.

Effective communication, leadership, and accountability are considered crucial for overcoming challenges and ensuring smooth operations. Overall, building teamwork is linked to sustainable progress, better learning experiences, and the development of critical skills necessary for success in any organizational context

Salas et al. (2005) Collaboration in healthcare refers to the coordinated efforts of professionals from diverse disciplines working together to achieve optimal patient outcomes. Team dynamics encompass the behavioral relationships and interactions among team members that influence the team's overall performance and effectiveness.

Rational Compensation

Rational compensation refers to the systematic and strategic structuring of employee pay to align with organizational goals, market standards, and individual contributions. This approach ensures fairness, transparency, and motivation within the workforce. Recent trends emphasize integrating compensation with organizational performance metrics, including environmental, social, and governance (ESG) outcomes. For example, firms are increasingly incorporating ESG goals into executive compensation to align management objectives with shareholder preferences, resulting in improved ESG outcomes but not necessarily financial performance (Cohen et al., 2023).

Support for Professional Development

Support for professional development is the provision of resources, opportunities, and encouragement for employees to grow their skills and knowledge. This support can take many forms, such as offering training programs, workshops, seminars, educational allowances, and mentorship opportunities. Professional development is vital for enhancing employees' skills and keeping them motivated and engaged in their work. Research by Zhou et al. (2023) highlights that when organizations invest in employee growth, it improves job satisfaction, performance, and organizational loyalty. Moreover, professional development helps employees adapt to changes in their field, boosts their problem-solving abilities, and fosters a culture of continuous learning. This support ultimately enhances the organization's capacity for innovation and adaptation to market changes.

Support for professional development (PD) plays a crucial role in fostering continuous learning and equipping professionals with the skills needed to adapt to evolving workplace demands. Effective PD initiatives focus on enhancing knowledge, skills, and competencies, tailored to both organizational and individual needs. For instance, in healthcare, continuing professional development (CPD) is critical for maintaining clinical standards and adapting to expanded roles. However, barriers such as resource constraints and varying perceptions of CPD impact its implementation and effectiveness (Sharma & Cotton, 2023).

Employees Facilities

In Richemond & Needham (2020) employee facilities encompass a range of physical and organizational resources provided by an employer to improve employees' comfort, well-being, and productivity. These facilities may include comfortable workspaces, wellness programs, health services, recreational areas, and family-friendly support services like childcare or flexible working hours. Effective employee facilities promote a positive work environment, contribute to satisfaction, and support mental and physical health. Providing employees with high-quality facilities leads to improved productivity, reduced absenteeism, and greater overall morale. Such facilities help prevent burnout, encourage a healthy work-life balance, and are crucial for employee retention.

Sense of Empathy Towards Patients with Scarce Resources

In Soriano-Vázquez et al. (2023) higher emotional intelligence are better at managing workplace conflicts, which in turn enhances job satisfaction. The study highlights emotional intelligence as a key predictor of job satisfaction, especially when it aids in conflict resolution. The role of emotional intelligence in fostering positive work environments and improving employee's retention is emphasized. Empathy towards patients with scarce resources refers to healthcare providers' ability to understand and respond to the unique challenges faced by patients who have limited access to financial, medical, or social resources.

Empathetic communication with patients is vital in settings where resources are scarce. Empathy helps alleviate patients' fears and suffering, especially when material resources are limited. Studies have found that the professional healthcare who practice empathetic communication can create a more supportive and comforting environment for their patients (Babaii et al., 2021).

Serving Patients with Diverse Demographics

Engaging with patients from various cultural, ethnic, and socioeconomic backgrounds challenges healthcare providers to expand their cultural competence, which in turn leads to increased job satisfaction and personal growth. When employees are trained to understand and address the unique needs of diverse patient populations, they tend to feel more confident and valued in their roles (Beach et al., 2005).

Memili et al. (2023) found that healthcare teams with diverse members were better able to serve patients from various backgrounds, enhancing both patient care and healthcare delivery. Additionally, addressing the social determinants of health is critical in ensuring that healthcare systems are equipped to serve all demographics equally.

Propositions

Proposition 1 (P1): Sense of dedication (Variable 1 (V1)) positively contribute to employee's satisfaction (V11)

Sense of dedication is closely tied to their autonomy and empowerment in the workplace. Empowering leadership, helps the professional heatlh care feel valued and autonomous, contributing to satisfaction and a commitment to their role. This is crucial, especially as for exacerbated workforce challenges (Gottlieb et al., 2021).

Most of the midwives working at T Health Center feel satisfied with their service. For them, serving the community with the intention of helping them become healthier, providing care with sincerity, and practicing their profession according to their expertise to be responsible for their knowledge is what drives their enthusiasm in work. They said:

"I enjoy the profession. Many things align with my skills and knowledge. It motivates me to keep working as a midwife so that the knowledge I have can benefit others." - Informant 1 (NN). "So far, I've been quite satisfied. Over time, I found that being a village midwife is less monotonous than in the health center. In the village, I get to work more directly with the community, and it's much better." - Informant 2 (NV). "Yes, because it brings more joy. It feels so rewarding, priceless. Being a midwife is total commitment. With advancing technology, our knowledge keeps growing, and we follow that. But by continuing to provide services at the health center, it's a great pride to help women become exceptional mothers." - Informant 4 (VT). "Yes, because it comes from the heart, so I enjoy it. My parents are no longer around, and my uncles and aunts, who worked in health, naturally encouraged me to enter healthcare. My family has a tradition of midwives, so it's something I follow." - Informant 5 (BD). "Alhamdulillah, I am satisfied and happy. The joy comes from being able to help people, apply health knowledge for my family and children. As a village midwife, I also enjoy being part of the community. Alhamdulillah, when I help a high-risk patient and they're safely treated, it's a deeply satisfying feeling." - Informant 6 (SK). "I feel happy because I'm fulfilling my

responsibility as a civil servant. It's in line with my role and duties. At home, we serve according to the SOPs as village midwives, including independent practice with maternal and child health services." - Informant 8 (AD). "Being a midwife at the health center is great because I get to interact with the community. Previously, I worked in a private hospital, where I was a head nurse. The management was a bit different, and sometimes it didn't meet our needs. In the public sector, things are more consistent, and everyone gets treated fairly." - Informant 9 (YY). "Yes, I'm satisfied, but there are many challenges. Actually, if you enjoy it from the heart, it's great. But there are many challenges, and the risks are high. We provide direct services, so we can practice our knowledge directly. Our relationship with the community is also essential since no two communities are the same." - Informant 10 (HN).

Proposition 2 (P2) Prone to Flooding Facilities (V2) negatively contribute to employee's satisfaction (V11)

Research by Smith et al. (2023) highlights that employees in flood-prone workplaces are more likely to report lower job satisfaction due to the unpredictability of environmental conditions, which can affect their sense of stability and security. Facilities prone to flooding present unique challenges that can significantly impact employee satisfaction and overall organizational performance. Employees working in such environments often face disruptions to their routines, concerns about safety, and stress from potential property damage or workflow interruptions. They said:

"T Primary Health Care location is in the North Coast Road, which is prone to traffic accidents and flooding. It's also the PMC is a model of health center, so we have to do our best." - Informant 4 (VT). "The area tends to flood during the rainy season. It's difficult, especially a few years ago when the floods were huge, making activities hard to carry out. But we still have to provide services." - Informant 5 (BD). "The T Primary Health care tends to flood during the rainy season." - Informant 7 (SF). "When it floods, it's difficult... From here, it's up to knee level, about a one meter deep during the rainy season. We walk, and we have to buy boots and waterproof pants to avoid getting wet. Sometimes when we walk through floods, ambulances pick us up on the main road and take us." - Informant 9 (YY). "I can't stand it because of the environment. The mental condition lcak to face the flooding makes it really hard..." - Informant 10 (HN). "I don't like it when there are additional tasks, especially when there are semesters, ombudsman work, and accreditation that are constantly being pursued, and we also have to appear perfect..." - Informant 2 (NV). "Yeah, for me, it's quite tiring and adds to the burden. The reports keep increasing. The programs also come up suddenly, and I'm alone in the village." - Informant 3 (DW). "Also, as a model health center, we have to perform at our best." - Informant 4 (VT). "Now, the reports are more. Everything is done using applications. But now midwives a re expected to do so many things, like cohort reports. For me, in maternity care, I handle MPBN. It's quite stressful, especially when village midwives have to handle all the reports, including the cohort reports. Everything." - Informant 5 (BD). "Yeah, if the job desk is for a village with a large population, the job desk is really bigger. For example, if others haven't done ILP (Integrated Health Program), I have. But what can I do? The decision was made based on considerations, and I have to follow through." - Informant 6 (SK). "The additional workload, the administrative tasks, are overwhelming. Now we are in the digital age. So, both manual and online reporting are required. Sometimes we get overwhelmed by the system." - Informant 7 (SF). "There's a new ILP program... If it all runs, we'll be overwhelmed. Especially with so many targets. It's really tough. It used to be spread over several days, but now it's all combined into one." - Informant 10 (HN). "Compared to other professions, we also have a lot of responsibilities. The problem is with staffing; we don't have enough people. Maternity care doesn't usually require that many people. The issue is with staffing. if it's said to be lacking, then it's lacking; if it's said not to be lacking, then it's not lacking" - Informant 9 (YY).

Proposition 3 (P3) Work-Life Imbalance (V3) negatively contribute to employee's satisfaction (V11)

The work-life imbalance among professional healthcare associated with higher perceived stress, because the professional healthcare became the frontline of services in community. Work-life imbalance refers to the misalignment between professional obligations and personal responsibilities, often resulting in stress, reduced well-being, and diminished employee's satisfaction. (Popescu et al., 2023). In this study, an imbalance between workload and staffing levels was found to be causing excessive workloads, which sometimes led to feelings of stress and fatigue among employees. They reported feeling overwhelmed, which impacted their ability to perform their duties effectively. They said:

"I don't like it when there are additional tasks, especially when there are semesters, ombudsman work, and accreditation that are constantly being pursued, and we also have to appear perfect..." - Informant 2 (NV). "Yeah, for me, it's quite tiring and adds to the burden. The reports keep increasing. The programs also come up suddenly, and I'm alone in the village." - Informant 3 (DW). "Also, as a model health center, we have to perform at our best." - Informant 4 (VT). "Now, the reports are more. Everything is done using applications. But now midwives are expected to do so many things, like cohort reports. For me, in maternity care, I handle MPBN. It's quite stressful, especially when village midwives have to handle all the reports, including the cohort reports. Everything." - Informant 5 (BD). "Yeah, if the job desk is for a village with a large population, the job desk is really bigger. For example, if others haven't done ILP (Integrated Health Program), I have. But what can I do? The decision was made based on considerations, and I have to follow through." - Informant 6 (SK). "The additional workload, the administrative tasks, are overwhelming. Now we are in the digital age. So, both manual and online reporting are required. Sometimes we get overwhelmed by the system." - Informant 7 (SF). "There's a new ILP program... If it all runs, we'll be overwhelmed. Especially with so many targets. It's really tough. It used to be spread over several days, but now it's all combined into one." - Informant 10 (HN). "Compared to other professions, we also have a lot of responsibilities. The problem is with staffing; we don't have enough people. Maternity care doesn't usually require that many people. The issue is with staffing. if it's said to be lacking, then it's lacking; if it's said not to be lacking, then it's not lacking" - Informant 9 (YY).

Proposition 4 (P4) Family Oriented Teamwork Relationship positively contribute to employee's satisfaction (V11)

A strong family-oriented teamwork culture promotes inclusivity, reduces stress, and enhances adaptability to organizational changes (Taruscio et al., 2023). In their work, they feel comfortable collaborating with fellow employees because they feel like family and support each other to continue working at the health center and provide services to the community. They said:

"Yes, they support each other at the health center, the family-like atmosphere is good." - Informant 1 (NN)". "Since I'm probably someone who's indifferent, like, I just focus on work and go home. So, there's no problem with coworkers, everything is fine." - Informant 3 (DW). "I'm very comfortable wherever I am. The system is really about mixing with and understanding each other's character, so it's enjoyable." - Informant 4 (VT). "No. We do it together. It makes the tasks lighter." - Informant 5 (BD). "Alhamdulillah, at T Health Center, they don't discriminate. They trust us. They don't look at whether you're senior or junior." - Informant 6 (SK). "There's no saying 'new people must do this.' We accept them with a warm welcome." - Informant 7 (SF). "Because if we're a team, if one person does something wrong,

we all get affected. It's not about seniority. We complement each other to make the health center better." - Informant 8 (AD). "But at the health center, it's almost the same with person A and B." - Informant 9 (YY). "It's like brotherhood. There will always be differences in opinion, but it doesn't lead to distance. Midwives at the health center can stay for a long time because they feel comfortable." - Informant 10 (HN).

Proposition 5 (P5) Synergize Teamwork positively contribute to employee's satisfaction (V11)

Effective collaboration and positive team dynamics are essential in healthcare settings, as they enhance communication, reduce errors, and improve the quality of services (Salas et al., 2005). Most of the employees are able to coordinate well, which allows them to work more effectively. They said:

"The coordination is good... There are many cadres now who also help." - Informant 1 (NN). "The coordination has been good so far. We're not really difficult people, Insha Allah." - Informant 2 (NV). "As for work distribution, like with ILP or other programs, there is no differentiation. Alhamdulillah, it's all equal. Plus, Bu VT as the coordinator is fair, kind, and wise. It's comfortable working here, it's nice." - Informant 6 (SK). "If a coworker lacks the skills, we try to help and encourage them to adjust or bring them up to speed. We even teach them." - Informant 8 (AD). "The team is great." - Informant 9 (YY). "Fortunately, the village midwives here don't face any major difficulties. The midwives are obedient. Whenever there's a directive, they follow it." - Informant 10 (HN).

Proposition 6 (P6) Rational compensation positively contribute to employee's satisfaction (V11)

Fair and competitive compensation can enhance job satisfaction, which in turn reduces turnover intentions and helps retain employees. This is particularly critical in sectors like healthcare (Aman-Ullah et al., 2023). Most of the employees feel satisfied with the compensation they receive. The midwives feel that the income provided is in line with their workload and job description. They said:

"As for the salary, I'd say it's enough. If you say it's not, then it's not. But let's just say it's enough. There's a lot, it's enough; if it's less, it's still enough. Anyway, it's enough and I'm grateful." - Informant 1 (NN). "When it comes to money, it's relative. If you think about salaries like this, Alhamdulillah, my salary isn't that much, but from other sources, the blessings are there. For me, it's enough." - Informant 2 (NV). "The word 'satisfied' or 'unsatisfied' can't be measured in money. I used to be paid in chickens and rice. For me, the word 'ikhlas' (sincere) is key. From hardship to now, it's a blessing." - Informant 4 (VT). "As for the salary, it's in line with the grade, plus the incentives. Alhamdulillah." - Informant 5 (BD). "The salary is fine, I'm satisfied, Alhamdulillah. For me, incentives are a matter of fortune. Whatever income I get, I just accept it. I never think about it. Fortune isn't just about money." - Informant 6 (SK). "As for incentives, like extra work or bonuses, there's no gap. Because here, everything is based on position, education, and rank." - Informant 8 (AD). "Sometimes the salary is not enough for meals. But we are called by the heart." - Informant 9 (YY). "From my perspective, the rewards we get cover the primary needs. Alhamdulillah, they are met." - Informant 10 (HN).

Proposition 7 (P7) Support for Professional Development contribute to employee's satisfaction (V11)

Providing employees with high-quality facilities, such as comfortable and safe workspaces, is essential in promoting employee satisfaction and improving productivity (Memili et al., 2023). Support for midwives who wish to further their careers by continuing their education is facilitated by the health center. As a result, they feel satisfied with their work and supported in their career development due to the various trainings offered. They said:

"The health department also provides training. For example, those who have never received training will be proposed for it." – Informant 1 (NN). "For me, the health center allows us to continue our studies as long as it's related. It's not an issue; the health center is very supportive, and sometimes even covers the cost if the government funds it." – Informant 2 (NV). "The health center offers free training. For studies, it's on your own. If you want to take a leave of absence for studies, the health center will usually allow it, but there are consequences like having to leave your duties for a while." – Informant 4 (VT). "According to position, you get promoted based on years of service." – Informant 5 (BD). "I'm in the process of continuing my education. It's a rotating system, so others get to go first, but the older ones support me. Alhamdulillah." – Informant 6 (SK). "Midwives are allowed to continue their education. We are supported if we want to study further." – Informant 7 (SF). "It's now a bit easier to continue studies because of the need. Pharmacy is quite common now, so if it's available here, it's automatically permitted." – Informant 9 (YY).

Proposition 8 (P8) Employees Facilities positively contribute to employee's satisfaction (V11)

The availability and quality of medical equipment in healthcare settings significantly contribute to employee satisfaction. When healthcare professionals have access to well-maintained, effective medical equipment, it can reduce work stress, prevent injuries, and improve overall job satisfaction by making their jobs more efficient and less physically demanding (Chang et al., 2017). Most of the facilities and infrastructure are complete. Especially medical equipment, which supports employee satisfaction in providing services at the health center. The complete and adequate facilities make the midwives working there able to deliver services more effectively. They said:

"The tools and materials have been well-distributed and are ready for use in providing services." – Informant 1 (NN). "Employee and equipment management, health facilities management, and occupational safety are all running well. At the health center, everything is very well-managed, with audits in place." – Informant 2 (NV). "Everything is facilitated. There is a PKB (Bidding System), and if the village midwives propose something, it gets approved." – Informant 5 (BD). "It's sufficient, Alhamdulillah. In fact, there's an increase in procurement for various needs. Things are getting even better." – Informant 6 (SK). "The facilities at the health center are almost complete. Everything is available. There are plenty of doctors, and the facilities are continuously improved to ensure the staff is comfortable and can work freely." – Informant 8 (AD).

Proposition 9 (P9) Sense of Empathy Towards Patients with Scarce Resources positively contribute to employee's satisfaction (V11)

Empathy in healthcare, especially in settings where resources are limited, plays a critical role in improving employee satisfaction. When healthcare providers are able to empathize with patients, even under challenging conditions, it can lead to stronger professional relationships, less burnout, and a more positive work environment (Kerasidou et al., 2021).

Empathy towards the lower middle class contributes to midwives' empathy to continue to provide good services even though the challenges are much greater. They said:

"Sometimes, like I said, there are pregnant women with high-risk pregnancies, and we tell them they need to go to the Puskesmas, but they refuse and prefer to stay home." – Informant 2 (NV). "Here, the difficulty is with people who are reluctant to get immunized because of their own beliefs and sometimes due to lack of knowledge." – Informant 3 (DW). "As the coordinator, I deal with many risk factors. Since we are located in Pantura, the risk is high, and while it's easy to access hospitals, the education is really lacking... the community's human resources really influence this." – Informant 4 (VT). "The villagers' human resources are lacking, and that becomes an obstacle in providing the necessary education." – Informant 6 (SK). "Because we are on the border with the city, it's a bit tricky. Patients are neither fully educated nor completely uninformed, which leads to resistance." – Informant 9 (YY).

Proposition 10 (P10) Serving Patients with Diverse Demographics positively contribute to employee's satisfaction (V11)

When healthcare workers are trained and supported to engage with a variety of patient backgrounds, they often feel more competent and fulfilled in their roles. A diverse patient base encourages cultural competence and empathy, which enhances job satisfaction among healthcare professionals (Buh et al., 2024). Providing equitable care to patients from diverse backgrounds requires cultural competence and sensitivity. Healthcare workers need to understand and address the unique needs of different demographic groups, ensuring inclusivity and personalized care. This is particularly important as the healthcare landscape becomes more multicultural. They are saying:

"In the Puskesmas, we face the challenge of dealing with the community, especially since some people can be very stubborn." – Informant 2 (NV). "Here, it's easier to educate patients because most people follow Islamic culture. As long as they belong to the same Islamic organization, it's easier." – Informant 3 (DW). "In the village, we serve everyone. It's part of the calling. Some people still ask for a home visit, even after being educated. We provide attention, but they still want a visit, especially the elderly." – Informant 5 (BD). "Since I work in the Puskesmas and as a village midwife in KIA, for the Dadirejo village, which is vast, there are many health risks that arise." – Informant 6 (SK). "Puskesmas midwives enjoy interacting with the community. Here, it's not just about working, it's more complex. We understand their economic, social, and cultural backgrounds." – Informant 9 (YY). "Every community is different. Some are highly educated, while others only have elementary school education. So, we adjust the way we communicate to ensure they understand." – Informant 10 (HN).

CONCLUSION

From the proportion constructed, the researcher found several latent variable thet contribute to employee's satisfaction. The researcher concluded there are ten latent variable from ten informant. In the eight of latent variables contribute to employee's satisfaction. These factors include Sense of Dedication, Family Orientation Toward Relationships, Synergized Teamwork, Rational Compensation, Support for Professional Development, Employee Facilities, Sense of Empathy Toward Scarce Resources, and Serving Patients with Diverse Demographics. Additionally, two factors were identified as contributing to employee dissatisfaction: Prone-to-Flooding Facilities and Work-Life Imbalance. These factors need to be maintained and improved to support employee satisfaction. For factors that negatively contribute to employee satisfaction, management should reevaluate the number of workers and the workload assigned to healthcare personnel. Solutions should also be sought, both internally

and externally, to address flood-prone infrastructure, ensuring that services at the primary healthcare center remain optimal and do not hinder employees' ability to perform their work effectively. By addressing the needs of it's employees, it is expected to increase employee's satisfaction, which will contribute to providing better primary healthcare services.

During performing the research, there are some limitations faced by the researcher. This study has limitations in terms of the limited time available, which may affect the depth of the analysis. Additionally, the variations in the divisions used in this study have not been clearly defined, and the lack of homogeneity among the informants involved may affect the consistency of the findings. For future research, it is recommended to use more homogeneous and defined divisions to obtain more specific and consistent results. Additionally, subsequent studies should be conducted with a longer duration to allow for a deeper and more comprehensive analysis

For primary healthcare management he results of this study may encourage policymakers to consider the importance of employee satisfaction as part of the strategy to improve primary healthcare services. The development of policies that support employee welfare, such as reviews of staffing levels and workload, as well as improvements in facilities and infrastructure, should be prioritized. By improving employee satisfaction in healthcare services, it is expected that a better working environment will be created, which in turn can enhance the quality of healthcare services to the community. This directly impacts the well-being of pregnant women and infants served at T Primary Health Care. For academic purposes, the mini-model theory created can be utilized as a reference or framework for conducting future research.

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