



Research/Review

Analysis of Quality of Work Life and Performance of Midwives in Lamongan in 2025

Supratikto ^{1*}, Sri Utami Ady ², Nur Sayidah ³

¹⁻³ Faculty of Economics and Business, Doctoral Program in Management, Dr. Soetomo University, Surabaya, Indonesia: drtito33@gmail.com

* Corresponding Author : Supratikto

Abstract The Maternal Mortality Rate (MMR) and Infant Mortality Rate (IMR) are critical indicators in assessing the quality of public health services. In 2024, both MMR and IMR in Lamongan Regency remained relatively high, indicating the need for strengthened health interventions. Health workers, especially midwives, play a vital role in improving maternal and child health. One of the government's strategies to reduce maternal and infant mortality is expanding midwife service coverage at primary health facilities and ensuring the presence of village midwives as the frontline providers across the region. Village midwives are expected to meet established service standards to ensure the quality of maternal and child health care. Service effectiveness and efficiency are commonly measured through indicators such as first antenatal visit coverage (K1), fourth antenatal visit coverage (K4), postpartum visit coverage (KF3), and delivery assistance by health workers. However, in Lamongan Regency, the performance of village midwives has not been optimal, with several indicators falling short of set performance targets. This study aimed to analyze the relationship between the quality of work life and the performance of village midwives in Lamongan Regency in 2025. The research used a quantitative method with a cross-sectional study design. The study population comprised all village midwives in Lamongan Regency, with a sample of 80 respondents selected randomly. The independent variable in this study was the quality of work life, while the dependent variable was village midwife performance. Data were collected through questionnaires and analyzed using the chi-square statistical test. The results showed no significant relationship between the quality of work life and the performance of village midwives in Lamongan Regency in 2025. These findings suggest that other factors beyond work life quality may influence midwives' performance.

Keywords: Infant Mortality, Maternal Health, Midwives, Performance, Quality of Work Life

1. Introduction

Public health development is a crucial aspect of national development. (Johan, 2023) This is closely related to the issue of maternal and child health, which remains a major concern due to its significant impact on health development and the quality of human resources. (Tuzauna & Andriani, 2023) The Maternal Mortality Rate (MMR) and Infant Mortality Rate (IMR) are important indicators of public health. The higher a country's MMR and IMR, the worse its health status. (Ruindungan et al., 2022a) This is because pregnant women and babies are vulnerable groups who require optimal health services from health workers. (Lestari et al., 2022).

Maternal health is a major global health challenge related to reducing maternal mortality rates. (Aifu et al., 2024). Exposure from Hastuti et al. (2024) Maternal health is a prerequisite and determinant of the health of newborns, children, and adolescents. Ensuring mothers receive the care they need to be safe and healthy during pregnancy and childbirth will impact the achievement of sustainable development in general. (Kurniawan & Hasanah, 2018).

Findings from research conducted by Ruindungan et al. (2022b) Indonesia's maternal mortality rate (MMR) is one of the highest among ASEAN countries, reaching 305 per 100,000 live births (based on the 2015 SUPAS). Compared to other Asia-Pacific countries, Indonesia's maternal mortality rate is also much higher, reaching 73 per 100,000 live births. (Isarotun et al., 2022) Meanwhile, in OECD (Organization for Economic Co-operation

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and Development) countries, the maternal mortality rate is only 13 per 100,000 live births. (Noviyanti & Sari, 2025).

Maternal and infant mortality rates are key indicators of the success of maternal and child health programs. In Indonesia, the maternal mortality rate in 2024 is 183 per 100,000 live births, compared to Malaysia's 20 per 100,000 live births. (Nuraineu et al., 2022) The maternal mortality rate in Indonesia remains high, still above the SDGs target of below 70 per 100,000 live births. (Rahmadiana et al., 2025) The infant mortality rate in Indonesia is 16 per 1,000 live births. (Wulandari & Sumanti, 2022) The maternal mortality rate in East Java Province in 2024 was 82.39 per 100,000 live births. (Kesti et al., 2023) Meanwhile, the infant mortality rate in East Java is 6.4 per 1,000 live births. (Prosen & Ličen, 2025) The maternal mortality rate in Lamongan Regency in 2024 was 53.98 per 100,000 live births and the infant mortality rate in 2024 was 8.9 per 1,000 live births. (Bariah et al., 2025).

One of the government's steps to improve health is to expand the scope of midwifery services in primary health care facilities to make them more accessible to the public, with the goal of improving the well-being of mothers and babies. However, without qualified personnel, efforts to reduce maternal and infant mortality rates will be difficult to achieve. (Mujtahidah & Istiqamah, 2024) One of the government's main initiatives to reduce maternal and infant mortality is the placement of midwives at the forefront of maternal and infant health services in all regions. This program aims to bring maternal and infant health services closer to the community. Midwives are professional health workers who play a crucial role in reducing maternal mortality. Therefore, in carrying out their duties, particularly in providing health services during pregnancy, childbirth, and the postpartum period, midwives must meet standards that guarantee the quality of the services provided. (Hermanto & Widyaningrum, 2024) The role of midwives as a key element in the development of health systems directly related to community services can strengthen or hinder progress, depending on how it is implemented. (Ekowati & Ariani, 2022).

The effectiveness and efficiency of maternal and child health services can be measured through indicators such as K1, K4, and delivery assistance by competent health workers. If service performance is low, even with substantial allocation of funds and human resources, service effectiveness and efficiency will decline. (Alridho et al., 2024) To achieve quality healthcare services, service providers must consider several interrelated factors. These factors influence each other to achieve optimal healthcare quality. Some factors that need to be considered include the competence and performance of healthcare workers. Competence refers to an individual's ability in terms of knowledge, skills, creativity, and attitude to carry out tasks according to established service standards and procedures. (Nadiroh & Rijanti, 2022).

The quality of work life includes situations where employees are involved in the decision-making process, receive supervision, work in favorable conditions, receive wages and benefits commensurate with their workload, and have challenging work with adequate compensation. There are four dimensions of the quality of work life, namely participation in problem solving, appreciation for innovation, and improvement of the work environment. In the data obtained in Lamongan Regency, cases of maternal and infant mortality are still high, then data was also obtained that there was a decrease in the coverage of K1, K4, KF3 and childbirth assistance, therefore the researcher wanted to examine how the picture of the Performance of Village Midwives in Lamongan Regency and regarding the Relationship between Quality of Work Life and the Performance of Village Midwives in Lamongan Regency.

2. Theoretical Review

Organizational Management

According to George R. Terry, organizational management is the activity of planning, organizing, mobilizing, and controlling, all of which aim to achieve organizational goals. Organizational management is defined as a series of activities that include planning, organizing, mobilizing, and controlling Human Resources (HR) in an organization. The goal is to achieve the organization's vision and mission. According to a survey conducted by Ernst & Young, a scientific journal entitled "The Challenges of Organization Management," the biggest challenge in organizational management for the Human Resources (HR) division is in the aspect of talent acquisition or talent recruitment. As we know, Human Resources (HR) or the HR division has the responsibility to provide Human Resources. Meanwhile, the managerial side will decide who they will hire or become part of the organization's management. (Hefni, 2022).

Work Life

An employee's work life reflects their attitude. If this attitude is positive from the start and developed by the individual, the resulting work behavior will be positive. Positive work behavior leads to high performance, not difficult work.

Work life refers to a person's overall experience in the work environment, including quality, satisfaction, and work-life balance. This includes aspects such as fair compensation, job security, employee engagement, career development, communication, a safe work environment, available facilities, and pride in the institution. (Hefni, 2022).

Midwife Performance

Gomes's definition of employee performance encompasses terms such as output, efficiency, and effectiveness, often associated with productivity. Therefore, according to Indonesian education experts, the term "performance" is defined as an expression of ability based on knowledge, attitudes, skills, and motivation in producing something. The term "performance" or "work achievement" refers to quality and productivity beyond the results (output) of an individual's or group's work. Therefore, improving individual/group performance is an essential part of all levels of management.

Based on the opinions above, it can be concluded that performance is work achievement or work results (output) in the form of products or services achieved by an individual or group in carrying out their duties, both in terms of quality and quantity through human resources in carrying out their work duties in accordance with the responsibilities given to them.

The general objective of performance evaluation is to improve or enhance individual performance through performance enhancement in an effort to increase organizational productivity and is specifically carried out in relation to various policies towards employees such as for the purpose of job promotion, salary increase, education and training, so that performance assessment can be the basis for assessing the extent to which the activities carried out have been implemented.

Performance evaluation is a tool for improving the performance of those who are not performing their duties effectively within the organization. Many organizations strive to achieve the goal of being recognized as the best and most trusted in their field. The primary focus of performance evaluation is how to continuously improve and enhance performance in carrying out daily activities. (Gunawan & Yulistiono, 2022).

Midwives' performance encompasses various aspects of maternal and child health services, including antenatal care, delivery, postpartum care, and infant and toddler health. Midwives' performance is also influenced by various factors such as personal abilities, motivation, the work environment, and performance appraisals.

Hypothesis

H1, there is a significant relationship between the quality of work life and the performance of village midwives.

3. Method

This study used quantitative methods with a cross-sectional design. It aims to analyze the relationship between quality of work life and the performance of village midwives. (Creswell & Creswell, 2023) This research was conducted in Lamongan Regency from January to June 2025. The study population included all village midwives in Lamongan Regency, with a sample of 80 respondents drawn randomly. The independent variable was the performance of village midwives, and the dependent variable was Quality of Work Life. This study used a questionnaire with the chi-square data analysis method with the help of SPSS software to analyze the level of correlation between the research variables.

4. Results

Midwife Performance

Table 1 Description of Midwifery Care According to the 2024 RPJMN Target

Midwifery Care Indicators	N	%
K1 Visit for Pregnant Women		
Not achieved	34	42.5
Achieved	46	57.5
K4 Visit for Pregnant Women		
Not achieved	23	28.7
Achieved	57	72.5

Delivery assistance by health workers		
Not achieved	22	27.5
Achieved	58	72.5
KF3 Postpartum Visit		
Not achieved	27	33.7
Achieved	53	66.3

Table 1 shows that overall midwifery care in Lamongan Regency has largely been achieved, exceeding the 2024 RPJMN targets. Furthermore, midwife performance is considered good if the midwife achieves four midwifery care indicators. This can be seen as follows:

Table 2 Distribution of Village Midwife Performance in Lamongan Regency in 2025

Midwife Performance	Amount	Percentage (%)
Lacking (4 midwifery care indicators not achieved)	46	57.5
Good (4 indicators of midwifery care achieved)	34	42.5
Total	80	100.0

From table 2 it is known that the performance of most midwives is poor, namely 57.5%. Meanwhile, 42.5% of midwives performed well.

Quality of Work Life

Balanced compensation

Table 3 Fair/Balanced Compensation Distribution for Village Midwives in Lamongan Regency in 2025

Fair/Equitable Compensation	Amount	Percentage
Not good (score < 9.00)	32	40
Good (score \geq 9.00)	48	60
Total	80	100

From table 3 it is known that the majority of respondents have fair/balanced compensation (60%) which is higher than those who have poor compensation (40%).

Feeling safe at work

Table 4 Distribution of Job Security in Lamongan Regency in 2025

Job Security	Amount	Percentage
Poor (score < 17.00)	34	42.5
Good (score \geq 17.00)	46	57.5
Total	80	100.0

From table 4 it is known that the majority of respondents have a higher sense of security regarding good jobs (57.5%) compared to less good jobs (42.5%).

Employee Engagement

Table 5 Distribution of Village Midwife Employee Involvement in Lamongan Regency in 2025

Employee Engagement	Amount	Percentage
Poor (score < 15)	38	47.5
Good (score \geq 15)	42	52.5
Total	80	100.0

From table 5 it is known that good employee engagement is higher (52.5%) compared to poor employee engagement (47.5%).

Career Development

Table 6 Distribution of Career Development in Lamongan Regency in 2025

Career Development	Amount	Percentage
Poor (score < 15)	36	45
Good (score \geq 15)	44	55
Total	80	100.0

From table 6 it is known that good career development is higher (55%) compared to less good (45%).

Communication

Not good	17	56.6	13	43.4	30	100	1			
Good	30	60.0	20	40.0	50	100	0.81	0.327	2,003	0.821
Work environment safety										
Not good	18	56.3	14	43.7	32	100	1			
Good	29	60.4	19	39.6	48	100	0.786	0.321	1,927	0.763
Available facilities										
Not good	18	58.1	13	41.9	31	100	1			
Good	28	57.1	21	42.9	49	100	1,096	0.444	2,708	1,000
A sense of pride in the institution										
Not good	15	55.6	12	44.4	27	100	1			
Good	31	58.4	22	41.6	53	100	0.859	0.338	2,185	0.934

Table 11 shows that there is no significant relationship between the quality of work life and the performance of village midwives in Lamongan Regency (p value > 0.05).

Discussion

Table 1 shows that more than half of village midwives (57.5%) performed less than satisfactorily. Human Resource (HR) performance refers to the overall performance or level of success of an individual during a specific period in carrying out their duties, compared to various possibilities, such as predetermined and mutually agreed-upon work standards, targets, objectives, or criteria.

Evaluation of the performance of village midwives at community health centers in providing midwifery care can be done by assessing the extent to which midwives carry out their duties and responsibilities in providing health services, and whether this is in accordance with established standards.

Optimal efforts to provide human resources in the health sector are very important to create professional midwives. (Nauli & Saryatmo, 2025) One strategy to improve the skills, social interactions, and morale of midwives in accordance with health service needs and established standards is through continuing education, both formal and informal. Furthermore, community health center (Puskesmas) management includes staff development to foster an optimal work ethic, with the aim of achieving and maintaining performance targets and health development goals, particularly in improving maternal and child health.

The income of health workers, including midwives, with employment contracts consists of a base salary and various allowances (position allowance, service allowance, welfare allowance, overtime allowance, incentives, and health insurance contributions), which are determined based on education level, work experience, responsibilities, and job risk factors. Unlike civil servant health workers, health workers with employment contracts do not receive family allowances in their base salary, because the Regional Minimum Wage (UMR) calculation already covers the needs of one family. The amount of health workers' income in each region depends on the applicable UMR level in that area. In addition, a position allowance of 20% of the base salary is provided as a form of appreciation for the responsibilities carried out by health workers. (Anisya et al., 2022).

Every organization or institution cares about the safety and health of its employees, with the goal of creating safer, healthier, and more responsible working conditions. Essentially, every employee needs a sense of security and continuity in their work. Therefore, an organization or institution has a responsibility to create, develop, and ensure the safety and health of its employees. One step an organization or institution can take is to create good health conditions for each employee and provide safe technology for use during work. (Salsabila & Alam, 2026).

Midwives have autonomy, the opportunity to make decisions regarding the standards of health care provided. Service standards play a crucial role in ensuring the quality of health care and are an integral part of all health care services. To consistently deliver quality health care, health care organizations or institutions need to detail these aspirations in health care standards or standard operating procedures. (Respati et al., 2023). The midwifery service standards include 24 standards grouped into five categories.

large sections, including general service standards (2 standards), antenatal service standards (6 standards), delivery service standards (4 standards), postpartum service standards (3 standards), and standards for handling obstetric and gynecological emergencies (Ultimate, 2025).

Midwife career development, in the form of a midwifery career ladder system, refers to a system that aims to explore individual potential according to specific job requirements, by improving competencies to achieve professional performance. The implementation of a career ladder system provides opportunities for midwives to develop their skills and knowledge. Career ladders, in this context, reflect the level of competency required to provide midwifery care in accordance with their clinical authority. Therefore, relevant health institutions need to pay serious attention to midwifery career development, as ignoring it is tantamount to neglecting midwifery services in health facilities. (Iswati & Mulyana, 2021).

Ineffective communication can lead to decreased teamwork effectiveness. This decreased effectiveness can be caused by employee performance that is not aligned with task demands and job requirements. Effective communication within an organization or institution is considered a driving force for employees, which in turn can improve performance. (Anggraini et al., 2023).

Efforts to protect oneself in the workplace impact employee productivity. An inadequate and unsafe work environment can place additional burdens on employees. Conversely, when the work environment creates positive, safe, and supportive conditions, it can encourage employees to pay greater attention to safety, health, and security aspects in carrying out their duties.

The performance of healthcare professionals can be affected by several factors, including work schedules and rest time allocation. If work schedules and rest periods are not optimal, this can negatively impact their ability to provide services. A fair work schedule has a positive impact because it allows employees sufficient time for personal and family activities after work, as well as sufficient leisure time. A fair work schedule also contributes to the overall well-being of employees, allowing them to rest and enhancing optimal service delivery. (Anggraini et al., 2023).

Sustainable pride in an institution can be achieved by strengthening the organization's or institution's identity and image, increasing community involvement, and raising awareness of environmental responsibility. The appreciation and positive perception an organization or institution receives from the community can foster a sense of pride among employees involved in its activities. (Legowo & Soliha, 2022).

5. Conclusion

Midwives in Lamongan Regency have good performance as much as 42%, while midwives who have less than satisfactory performance as much as 58%. H1 is rejected, There is no significant relationship between the quality of work life, which includes balanced compensation, work environment security, pride in the institution, career development, available facilities, and problem solving, with the performance of village midwives in Lamongan Regency.

6. Suggestion

For future researchers, they should examine other factors that are significantly related to the performance of village midwives, so that appropriate efforts can be found to improve the performance of village midwives.

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