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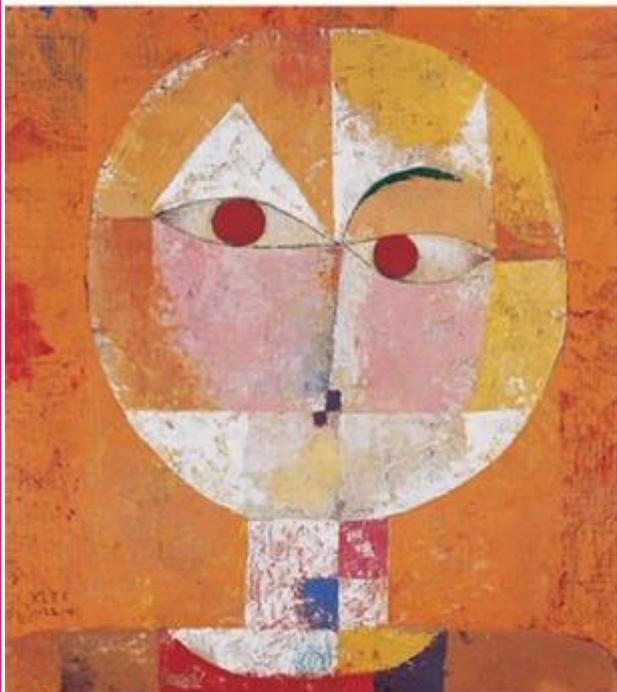
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# **Task force's work management of decreasing maternal and infant mortality numbers**

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## **Abstract**

This research aims to give an accurate and detailed picture of work management of a task force assigned to decrease maternal and infant mortality via comparative qualitative research methods. The result of this study shows that the task force performance can be seen from the scope of input, which is by the type of the task force, the development of the task force and the characteristics. In conclusion, the Satgas Penakib has been able to carry out its team duties and functions by using a gender approach to understand the requirement needed by all pregnant women in Surabaya.

**Keywords:** Goals, Objectives, Organization, Task Force.

## **Gestión laboral de la fuerza de trabajo para disminuir la mortalidad materna e infantil**

### **Resumen**

Esta investigación tiene como objetivo dar una imagen precisa y detallada de la gestión del trabajo de un grupo de trabajo asignado para disminuir la mortalidad materna e infantil a través de métodos comparativos de investigación cualitativa. El resultado de este estudio muestra que el rendimiento del grupo de trabajo se puede ver desde el alcance de la entrada, que es por el tipo de grupo de trabajo, el desarrollo del grupo de trabajo y las características. En conclusión, el Satgas Penakib ha podido llevar a cabo los deberes y funciones de su

equipo utilizando un enfoque de género para comprender los requisitos que necesitan todas las mujeres embarazadas en Surabaya.

Palabras clave: Metas, Objetivos, Organización, Grupo de trabajo.

## **1. INTRODUCTION**

The gender perspective clearly can see the differences and be able to show the relationship between the concept of gender equity and gender equality. Gender equity is a concept that shows the existence of the same process for women and men and ensures the similarity in treatment (fairness) of women and men. Gender equality is a concept that shows that women and men have equal conditions to actualize their rights and potential as human beings so that be able to donate also get the benefit from the available programs and existing policies. Gender equality is a form of recognition of the differences between women and men to respecting the role they play. Thus, gender equity is a strategy used to obtain gender equality. Gender equity is a way to achieve results and gender equality is the result achieved (HERIEN, 2013).

Maternal mortality issues when giving birth are seen in a frame of mind that uses a gender perspective so that it can be obtained a complete illustration of how efforts have been made to resolve the maternal mortality issues in Indonesia. Decreasing maternal mortality is very important for development because it is a prerequisite and indicator as well as a result of progress in the development of a

country. Attention toward maternal health problems by respecting and protecting the human rights of every woman can be a power that has the potential to encourage progress in an effort to fulfill the development priorities, including the problem solving of imbalance gender, health, food security and water availability and the budget for all health aspects achieve community welfare goals (SIMON, 2014). The Indonesian government has increased the number of health facilities (EFENDI, NI'MAH, HADISUYATMANA, KUSWANTO, LINDAYANI & BERLIANA, 2019).

In Indonesia, the Maternal Mortality Rate is still a major problem in the health sector. Maternal Mortality Rate (MMR) is one of the indicators to see women's health status. MMR refers to the number of maternal mortality related to the period of pregnancy, childbirth, and childbed. The Indonesian Demographic and Health Survey (IDHS) in 2007 shows that to date the MMR in Indonesia ranks the top in ASEAN countries, namely 228 per 100,000 live births. This figure is lower than the MMR results of the 2002-2003 IDHS which reached 307 per 100,000 live births (BADAN PUSAT, 2007).

The maternal mortality rate in Surabaya was recorded as the highest in East Java Province, namely in 2012 as many as 60, in 2013 was 49, in 2014 was 39, in 2015 was 38, in 2016 was 37 and in 2017 was 34 (DINKES, 2016; PEMERINTAH, 2018).

The high number of maternal mortality issues during childbirth has received serious attention from policymakers. The utilization of

maternal health care is central to reducing maternal mortality (KURNIATI, CHEN, EFENDI & BERLIANA, 2018). Dinas Kesehatan Kota Surabaya and assisted with Dinas Kesehatan Provinsi Jawa Timur formed a Task Force to help reduce maternally and infant mortality in the Surabaya. This Task Force was named Satuan Tugas Penurunan Angka Kematian Ibu dan Bayi (Satgas Penakib) which was strengthened by the Mayor's Decree of 188.45 / 372 / 436.1.2 / 2017 concerning the Team Reducing Maternal Mortality and Infant Mortality Rate in Surabaya. Satgas Penakib in Surabaya became a pilot project task force in the district or city in Indonesia, especially the East Java Province. Satgas Penakib is a task force that was formed firstly in Indonesia, so it became a pilot district or city in Indonesia to also form a task force in reducing maternal and infant mortality. Satgas Penakib consists of Regional Organizations, Cross-Sectoral Organizations (PERSI, BKKBN), and Cross Programs (Professional Organizations).

From 2012 until now, various activities were carried out by the Task Force to minimize the MMR-IMR cases. One of them is the appointment of the Mulyorejo Sub-District as the region of Pilot Project Satgas Penakib with the Puskesmas Mulyorejoas as a Health Center with the first Pre-Eclampsia Polyclinic in Surabaya. From the various efforts carried out by Satgas Penakib, the data from Dinas Kesehatan Kota Surabaya showed positive results regarding the MMR-IMR in Surabaya. The maternal mortality rate in Surabaya tends to decline in the last five years. It was proven that in 2012 until 2017 there was a decline (DINKES, 2016). Whereas the infant mortality rate tends to go up and down in 2012-2017, but in 2015-2017 the infant

mortality rate tends to decline. In 2012 there were 381 deaths, 2013 as many as 254, 2014 as many as 243, 2015 as many as 282, 2016 as many as 276, and 2017 as many as 219 (PEMERINTAH, 2018).

Although Surabaya has not been ranked first in the increasing infant mortality rate, Surabaya experienced the stability in decreasing infant mortality rate. The good and optimal Work Management certainly affects the performance of the task force in reducing maternal and infant mortality in Surabaya. The success of Satgas Penakib work is that it is able to achieve output and outcomes, of course, based on mature work management. Mature work management includes Planning, Implementation, Supervision, and Review or Evaluation.

Work Management is a strategic and integrated approach to deliver ongoing success to an organization and group or team by improving the performance of its members who work in it and by developing the capability of a team and individual contributors. Basically, work management is a management style in managing work-oriented resources that conduct (team or individual) the process of communicating openly and sustainably by creating a shared vision and strategic also integrated approach as driving forces to achieve organizational goals. Research on work management of Satgas Penakib is expected to be able to provide information to all task forces decreasing the maternal mortality rate in the regencies or cities in Indonesia, which is in the future expected that Maternal mortality rates in regencies or cities in Indonesia have decreased so that they are able

to realize the goals of the Sustainable Development Goals (SDGs) (WIBOWO, 2012).

Based on the explanation above, the researcher will focus on describing the work management of Satgas Penakib. Research on the work management of Satgas Penakib was used to understand how the work management of Satgas Penakib in accelerating the decreasing of Surabaya's maternal and infant mortality rates was carried out by all members of the Satgas Penakib team by the OPD, OP, and Cross-sector.

## **2. METHOD**

The research method used is a qualitative research method. According to CRESWELL (2016), qualitative research is methods for exploring and understanding meaning that a number of individuals or groups of people are ascribed to social problems (CRESWELL, 2016). This research is a descriptive study that describes the conditions that may be present in certain situations, which information or data obtained from several informants and do not have a dependence on measurements using numbers (SILALAH, 2009).

In determining the informants, this study uses a purposive technique, that is, informants are directly selected with the consideration that the informant knows about the work management of

Satgas Penakib (key informant). Furthermore, to get the depth and detail variation of the data, researchers used the snowball technique where the selection of informants was obtained on the recommendations of the main informants who had been predetermined through a purposive technique.

### **3. RESULT AND DISCUSSION**

In this section, the results and discussion will be arranged in the order mentioned in the literature review points, in the form of inputs, processes, outputs, and benefits. Based on the results of the research presented previously, each individual in Satgas Penakib team gave a role in accordance with their duties in carrying out work management to accelerate the decreasing of maternal and infant mortality in Surabaya. The input of Satgas Penakib can be seen from several components, namely the type of Satgas Penakib team, the stage of development of Satgas Penakib team and the characteristics of Satgas Penakib team.

#### **a. Task Force's Team for Decreasing Maternal and Infant Mortality (Satgas Penakib)**

Based on the results of observations in the field, Satgas Penakib team divides its role according to their profession and competency, this is evident when researchers conducted observations at Puskesmas

Mulyorejo, Satgas Penakib team conducted training in poly preeclampsia for all poly preeclampsia employees, with guidance in accordance with their duties in the poly. In carrying out its duties, the Satgas Penakib team uses a gender perspective, namely to approach emotionally to the community, that is pregnant women accompanied by women in their fields, namely PKK driving team, and women cadres, where members are mothers who understand the characteristics, pregnant women. In addition, also formed cadre team in each village and sub-district to intensively assist the pregnant women during the pregnancy process until labor. The village and sub-district cadre teams consisted of mothers who were given knowledge by the health team from Satgas Penakib team. Processes in work management include aspects: work planning, work management, work assessment, work monitoring, and review, and compensation.

#### b. Work Planning

Based on the results of observations in the field, for the planning of the vision, mission, goals and main objectives it has been agreed to raise the commitment of the Director of the Entire Surabaya Hospital in accelerating the decline of MMR-IMR, to jointly achieve the main vision, mission, goals and objectives, evidenced by the presence of large figure displayed in the room of the task force task force that had the signature of a doctor's representative in the hospital in the city of Surabaya.

There is a coordination meeting that discusses the planning of the vision, mission, goals, main objectives, and programs that will be carried out using the concept of gender equality, namely a concept that shows that women and men have equal conditions to actualize their rights and potential as humans to be able to donate and benefit from available programs and existing policies. Satgas Penakib team members in conveying the ideas had the same voting rights, all inputs were received and considered by the timid Satgas Penakib team. The portion of women in the Satgas Penakib team is more dominant in voicing opinions about the programs that will be run. Women feel they understand the conditions in the field about the condition of pregnant women that are happening. Then, it can be concluded that work planning in Satgas Penakib team influences the success of work management in accelerating the decreasing maternal and infant mortality in Surabaya.

### c. Work Management

Based on the observation result in the field, training and development activities are important to be carried out to DHARMA (2010) namely as a mentor for pregnant women. Satgas Penakib team provided training, development to all maternal mentor to avoid mistakes when in the field. The researcher immediately looked at the mentoring process, because the researchers were present when conducting the training and development process for the DHARMA (2010) team. The training and development process carried out to the PKK driving team, DHARMA (2010) and all cadres of pregnant

women were done by all members of Satgas Penakib team in accordance with their fields and professions. Then, it can be concluded that the work management in Satgas Penakib team influences the success of work management in accelerating the decreasing of maternal and infant mortality in Surabaya.

#### d. Work Assessment

Based on the results of the research presented earlier, the evaluating work process in a Satgas Penakib team was not conducted. Satgas Penakib team was formed because of the willingness and responsibility of the members of the Satgas Penakib team. An organized work assessment process whose output is a reward for accomplished individuals and a consequence or warning to negligent individuals in the Satgas Penakib team does not exist and is not implemented.

The work assessment process was not carried out Satgas Penakib team because in the task force task team all were considered the same, namely a team that walked together who shared the same vision, mission, goals, and objectives. Then, it can be concluded that the work assessment in Satgas Penakib team has no effect on the success of work management in accelerating the decreasing of maternal and infant mortality in Surabaya.

#### e. Work Monitoring and Review

Based on the results of the research presented previously, the process of work monitoring and review in the Satgas Penakib team was conducted in the short term and in the long term. Short-term monitoring is carried out during the Maternal Perinatal Audit (AMP) process. AMP is a joint review process that is related to cases of maternal and perinatal morbidity and mortality and their management, using various information from the parties concerned, namely when there are problems arise that must be resolved. The AMP process was completed directly at the scene both at the level of Basic Emergency Neonatal Obstetric Services (PONED) and at the level of Comprehensive Emergency Obstetric Neonatal Services (PONEK). The process of monitoring short-term performance to see the characteristics of the problem and the solution to be used, then review the problem for the entire Satgas Penakib team and all employees involved so that the problems that occur are not repeated and can be resolved immediately.

Then, it can be concluded that work monitoring and review in Satgas Penakib influences the success of work management in accelerating the decreasing maternal and infant mortality in Surabaya. Based on the results of the research presented earlier, the work management process carried out by Satgas Penakib team had an impact on the output of Satgas Penakib team. The output of Satgas Penakib teamwork result is still not reached the target of the stated objectives. But Satgas Penakib team has responded to the main objective of Satgas Penakib team, which was to decrease maternal and infant mortality in Surabaya. Then from the observations result in the field, the researcher

directly looked at the data of decreasing maternal and infant mortality rate, that is from the accountability reports of Satgas Penakib and Dinas Kesehatan Kota Surabaya which were shown by madam Kartika, the secretary of Satgas Penakib.

The goals of Satgas Penakib team have also been fulfilled, that is the Satgas Penakib Surabaya City team has succeeded in Assigning MMR and IMR as emergency health conditions, this is evidenced by all service actors fair in efforts to decrease maternal and infant mortality by providing maternal and infant health services maximally.

Establish a committee on the prevention of maternal and infant mortality in Surabaya, carry out movements towards safe pregnancy and childbirth, apply fee waivers for the first treatment of emergency preeclampsia-eclampsia and labor bleeding, require the provision of special units for handling preeclampsia and labor bleeding in each hospital in Surabaya, Establish guidelines for the management of preeclampsia-eclampsia and complete labor bleeding, Implement women's empowerment, involve women's and community organizations in the field of reproductive health from an early age, also Establish a network system and health information center of maternal and maternity. Then, it can be concluded that work management is very concerned with the outputs that are the inner workings of the Satgas Penakib team in accelerating the decreasing of maternal and infant mortality in Surabaya.

#### **4. CONCLUSION**

It can be concluded that the Satgas Penakib has been able to carry out its team duties and functions by using a gender approach to understand the requirement needed by all pregnant women in Surabaya. This approach is also very important so that pregnant women feel comfortable when accompanied by the pregnancy process to the delivery process. However, in terms of output, the results of Satgas Penakib teamwork have not yet reached the target of the set goals but have been able to achieve the main goal of decreasing maternal and infant mortality.

The benefits that can be felt by service providers are getting training and development to make them an employee who are increasingly skilled in their fields, and able to solve problems quickly and responsibly, besides the presence of Satgas Penakib teams that provide services at the PONEK and PONEK levels becomes more fluent and minimize mistakes that made by service employees. The benefit that can be felt by Satgas Penakib team themselves, is a sense of satisfaction because they are able to achieve the predetermined vision, mission, goals, and objectives even though it is not maximized because the process is still long.

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