


Optimization of Lactation Room Management for Vulnerable Groups to Provide Excellent Service at the *Mahkamah Syar'iyah* Blangkejeren: A Literature Review

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ARTICLE INFO	ABSTRACT
<p>Keywords: <i>Lactation Room; Vulnerable Groups; Excellent Service</i></p> <p>Article history: Received 22 February 2024 Revised 28 February 2024 Accepted 29 February 2023 Available online 30 March 2023</p> <p> licensed under CC BY 4.0 DOI: https://doi.org/10.32734/r3n7xm60</p>	<p>The state is obliged to ensure that health services are provided for women, especially family planning (KB) services, pregnancy, childbirth, postpartum or exclusive breastfeeding. It cannot be denied that until now there are still many offices /companies that ignore the existence of lactation rooms. Whereas the obligation of work organizers to provide lactation space has been regulated in the Republic of Indonesia Minister of Health Regulation Number 15 of 2013. The regulation of procedures for providing breastfeeding space aims to provide protection to mothers in exclusive breastfeeding and fulfill children's rights to receive exclusive breastfeeding. The provision of this breastfeeding corner facility is devoted to meeting the needs of mothers and babies who still have to breastfeed, and at the same time aims to increase exclusive breastfeeding for babies as one of the main nutrients. This research discussed about how to optimize the lactation room for vulnerable groups to provide excellent service in <i>Mahkamah Syar'iyah</i> Blangkejeren.</p>
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1. Introduction

Based on Law Number 48 of 2009 concerning the Judicial Power, the Supreme Court is one of the highest state institutions holding judicial power with full authority and free from intervention in carrying out its affairs, including implementing bureaucratic reforms progressively and consistently. Bureaucratic reform is a process that must be carried out comprehensively, covering three main elements, namely reform in institutional aspects, management, and human resources.

The *Mahkamah Syar'iyah* Blangkejeren is one of the first-level judicial authorities for seekers of justice. As a provider of judicial services, it is required to provide services in the form of equal treatment before the law to all parties mandated by Law No. 48 of 2009. Mothers are a vulnerable group that requires special attention. In accordance with the Supreme Court's instruction for the Judiciary to provide breastfeeding facilities, the provision of lactation room facilities has now become a necessity, legitimized in several legal provisions, including Law Number 13 of 2013 concerning Manpower and Law Number 36 of 2009 concerning Health. The provision of lactation rooms has been regulated through a Joint Ministerial Decree (SKB) by three ministers, namely the

Minister of Health, the Minister of Women's Empowerment and Child Protection, and the Minister of Manpower and Transmigration. This decree obliges companies/agencies to provide lactation rooms in the workplace so that mothers can breastfeed their children and/or express breast milk for their children.

Breastfeeding (BF) is the primary and essential food for infants and is the right of every baby worldwide. From various scientific perspectives, it can be proven that breast milk is the best and most ideal food for infants because it contains all the necessary nutrients in the right amount and balance. The protective factors and nutrients in breast milk ensure that the baby's nutritional status is good, and the incidence of illness and child mortality decreases. Several epidemiological studies state that breastfeeding protects infants and children from infectious diseases. (Wijaya & Soesanto, Study on the Implementation of Lactation Room Policies in the Government and Private Sectors of Purbalingga Regency, 2017)

Over the past decade, the issue of breastfeeding has become a crucial issue in the public domain. The issue of breastfeeding has become a concern for many countries because exclusive breastfeeding is one of the indicators for achieving Millennium Development Goals (MDGs) in the health sector. Many countries have therefore sought to implement various regulations and policies to encourage the achievement of breastfeeding coverage standards, marking the high quality of achievements in the health sector in a country. In Indonesia, only 30% of mothers breastfeed their babies correctly. The difficulty in breastfeeding is also due to health workers assisting in the Early Initiation of Breastfeeding (EIB). Correct breastfeeding should ideally start as soon as the baby is born and be given whenever the baby needs breast milk, exclusively for 6 months and continued for 2 years because exclusive breastfeeding for babies is crucial. (Kusumaningsih, 2020)

According to the World Health Organization (WHO, 2017), Exclusive Breastfeeding (EBF) is the provision of breast milk alone without giving any other food or drink to the baby from birth until the age of 6 months. The United Nations Children's Fund (UNICEF) explains that exclusive breastfeeding can reduce infant mortality rates by reducing 30,000 infant deaths in Indonesia and lowering 10 million infant deaths worldwide by providing breastfeeding from birth for 6 months without giving additional food and drinks to the baby. Babies who are exclusively breastfed can prevent them from contracting diseases and help in the brain and physical development of the baby (Sudargo, 2018).

The activities of breastfeeding mothers outside the home, whether with or without bringing their babies, working or not working, also affect maternal breastfeeding activities. Lack of facilities, support, as well as negative perceptions from visitors and organizers of public places are some of the obstacles in breastfeeding outside the home. The difficulties experienced by mothers in breastfeeding outside the home are also one of the reasons for premature formula milk feeding.

Issues regarding breastfeeding also occur in Indonesia. To increase the coverage of exclusive breastfeeding in Indonesia, the government has made policies related to breastfeeding, namely Government Regulation Number 33 of 2012 concerning exclusive breastfeeding which obliges the central government, regions, workplace managers, and organizers of public places to support breastfeeding mothers to provide exclusive breastfeeding to their babies until the age of 6 months. A more detailed explanation regarding the support of public place organizers for breastfeeding is regulated in

Minister of Health Regulation Number 15 of 2013 concerning the procedure for providing breastfeeding facilities and/or expressing breast milk.

The existence of these policies is expected to increase the coverage of exclusive breastfeeding in Indonesia. The issuance of Government Regulation Number 33 of 2012 and Minister of Health Regulation Number 15 of 2013 has not yet significantly increased the coverage of exclusive breastfeeding. The failure of a policy objective can occur because the policy is not properly implemented (non-implementation) or fails in implementation (unsuccessful implementation). Communication between policy implementers and policy targets, the attitude of policy implementers in following up on the policy, resource readiness in implementing the policy, and environmental conditions in supporting the policy are various factors that also determine whether a policy can succeed or not. (Gusmelia, Lipoeto, & Hardisman, 2019)

Although regulations have been issued regarding the obligation of every public facility to provide a special room for breastfeeding mothers or lactation rooms in Government Regulation Number 33 of 2012, its implementation in the field is still very lacking and the existence of lactation rooms is not yet fully monitored by the government. Therefore, there is still no national data on the number of lactation rooms in public facilities. Public facilities are buildings in public spaces commonly used by the public for activities, such as terminals, train stations, tourist attractions, traditional markets, supermarkets, malls, and so on. (Rosmahelfi, 2015)

According to the research by Inova (2019), it was found that the implementation of breastfeeding room policies has not been well executed. There are still many policy implementers who do not receive information about the availability of breastfeeding rooms in the workplace, there is a lack of funds and breastfeeding counselor resources, the facilities of breastfeeding rooms are inadequate, and there is no specific team for supervision and guidance in providing breastfeeding rooms. On the other hand, research conducted by Sari (2019) found that overall, the implementation of lactation room policies in the workplace in terms of financial resources is good, and there are internal company regulations, but in terms of human resources, it has not been implemented according to lactation room standards.

Civil servants have the same rights and opportunities to develop competencies and are expected to be able to perform all functions of civil servants, namely as policy implementers, public servants, and as a cohesive force and unifier of the nation.

In the study by Wijaya (2019), the implementation of lactation room policies was identified by analyzing lactation room policies in two workplaces simultaneously, namely a government agency and a private institution. The study then emphasized the factors that act as triggers hindering policy implementation in these institutions using the Van Meter and Van Horn theory, referring to six variables: policy standards and objectives, resources, organizational characteristics of the implementers, implementers' attitudes, communication, and socio-economic environment.

Additionally, they must also be capable of carrying out the duties of civil servants, which include implementing public policies established by the Personnel Authority in accordance with statutory regulations; providing professional and quality public services; and strengthening the unity of the Unitary State of the Republic of Indonesia.

2. Method

Indonesia requires competent and professional civil servants capable of creating new innovations in public service to enhance public service oriented toward citizen satisfaction. In this regard, several issues related to public service have been identified at the *Mahkamah Syar'iyah* Blangkejeren,

Issue 1:

"Lack of Information on Litigation Procedures for People with Disabilities Seeking Justice."

At the *Mahkamah Syar'iyah* Blangkejeren, there is a lack of information on litigation procedures that can cater to the needs of disabled individuals, especially for the blind and deaf communities. While there is some explanation provided in Braille for the blind, not all blind individuals are proficient in reading Braille.

If information about litigation procedures is not accessible to all parties, it signifies that the *Mahkamah Syar'iyah* Blangkejeren fails to fulfill its own vision and mission of providing excellent service to justice seekers, as well as ensuring the rights of every citizen, including those with disabilities, to access justice and be free from discriminatory treatment.

This can also lead to disadvantages for disabled individuals due to the lack or ambiguity of information they receive, potentially causing doubts about the law and the judiciary.

Issue 2:

"Suboptimal Management of Lactation Room."

The lactation room is not well-managed; it lacks proper organization, causing visitors to feel uncomfortable. Another example of suboptimal lactation room management includes inappropriate use of the room and insufficient information about the importance of breastfeeding, leading visitors to overlook the significance of breastfeeding for babies.

Improving the management of the lactation room is crucial to enhance the quality of service for vulnerable individuals, especially breastfeeding mothers.

Issue 3:

"Lack of Assistive Reading Glasses for Vulnerable Groups, Especially the Elderly."

The *Mahkamah Syar'iyah* Blangkejeren does not have assistive reading glasses for elderly individuals who do not have their own glasses and face difficulty in reading due to decreased vision (presbyopia).

This facility is necessary to provide clarity on documents that need to be read or signed, ensuring clear information. Failure to provide this facility may result in misinformation obtained by parties involved in the legal process at the *Mahkamah Syar'iyah* Blangkejeren due to the unclear information on documents or statements they read.

The type of research used in this study is descriptive research with a qualitative approach using a phenomenological design. According to Moleong (2012), qualitative research method is research intended to understand phenomena about what is experienced by the subjects meaning to understand phenomena about what is

experienced by the subjects of the study holistically and described in words and language, in a specific context that is natural and by utilizing various natural methods.

Data collection for this study involved conducting in-depth interviews using structured question guides. Additionally, documentation studies pertaining to the optimization of lactation room policies at *Mahkamah Syar'iyah* Blangkejeren were undertaken. The variables under scrutiny encompass Communication (including information dissemination, clarity, and consistency), Resources (encompassing facility infrastructure and control over funding sources), Disposition (pertaining to implementer attitudes), and Environmental Conditions (inclusive of public support, socio-political, and economic factors).

In implementing these activities, the ABCD-based approach was utilized, which stands for Asset Based Community Development. This method involves several sequential stages: Discovery, where a thorough exploration is conducted to identify positive aspects and past achievements; Dream, where individuals envision the desired future based on the discoveries from the previous stage; Design, where strategies, processes, systems, and collaborations supporting desired changes are developed; and finally, Destiny, where formulated plans from the Design stage are implemented across the organization.

3. Result and discussion

Based on the USG method evaluation, three key issues were identified and analyzed for their urgency, seriousness, and potential growth. Issue 1 pertains to the Lack of Information on Litigation Procedures for People with Disabilities Seeking Justice, which scored high in urgency, seriousness, and growth due to the critical need for accessible information to ensure justice for disabled individuals. Issue 2 concerns the Suboptimal Management of Lactation Room, scoring moderately in urgency and seriousness but low in growth as it primarily impacts visitor comfort without significant repercussions. Issue 3 involves the Lack of Assistive Reading Glasses for Vulnerable Groups, particularly the Elderly, scoring moderately in urgency but low to moderate in seriousness and growth as it affects information clarity for vulnerable groups.

However, in the research, a strategic decision was made to combine Issue 1 with Issue 2 to enhance the quality of service at *Mahkamah Syar'iyah* Blangkejeren. This decision was based on the aim to optimize excellent service delivery, prioritizing both accessibility for disabled individuals and overall visitor comfort. By addressing the lack of information on litigation procedures alongside improving lactation room management, the court aims to provide comprehensive and inclusive services to all visitors, thereby fostering a more equitable and supportive environment.

1. Issue 1: Lack of Information on Litigation Procedures for People with Disabilities Seeking Justice

- Urgency (U): High. This problem needs to be addressed urgently as access to information on litigation procedures is crucial for disabled individuals seeking justice.
- Seriousness (S): High. The lack of information can result in injustice for disabled individuals and raise doubts about the law and judiciary.

- Growth (G): Moderate. If not addressed promptly, the need for fair access to information for disabled individuals may increase, leading to greater dissatisfaction and protests.
2. Issue 2: Suboptimal Management of Lactation Room
- Urgency (U): Moderate. Suboptimal management of lactation rooms can affect visitor comfort but does not immediately threaten justice.
 - Seriousness (S): Low to Moderate. Although important to improve service quality, this issue does not have serious consequences that could potentially lead to new problems.
 - Growth (G): Low. If left unaddressed, the issue of lactation room management may only impact service quality without significant growth in the problem.
3. Issue 3: Lack of Assistive Reading Glasses for Vulnerable Groups, Especially the Elderly
- Urgency (U): Moderate. The availability of assistive reading glasses can affect the clarity of information for vulnerable groups, but it is not considered an urgent need like access to information for disabled communities.
 - Seriousness (S): Low to Moderate. Although important for accessibility, this issue does not have serious consequences comparable to the lack of information for disabled communities.
 - Growth (G): Low. If not addressed, this issue may impact information clarity but is unlikely to develop into a larger problem.

The main issue to be addressed as a problem is Issue 1: Lack of Information on Litigation Procedures for People with Disabilities Seeking Justice. This issue has high urgency, seriousness, and potential growth compared to the other two issues. But , in this research the writer put the issue 1 and combine it with issue 2 to optimize the excellent service in *Mahkamah Syar'iyah* Blangkejeren.

Here's the analysis of the issues using the USG method, with a range of values from 1 (very low) to 5 (very high) for each criterion of Urgency, Seriousness, and Growth. Then, the scores for each criterion are summed up, and the issue with the highest total score, ranked 1 (one), is considered the main issue. The results of the analysis of the issues using the USG method are presented in the following table.

Table 1. Determination of Core Issues through USG Analysis

No	Issue	Characteristics			SCORE	QUALITY RANK
		U	S	G		
1	Lack of information about litigation procedures at the <i>Mahkamah Syar'iyah</i> Blangkejeren for disabled individuals seeking justice.	4	4	3	11	2
2	Suboptimal management of lactation rooms.	5	5	4	14	1
3	Lack of reading glasses assistance facilities for vulnerable groups, especially the elderly, at the <i>Mahkamah Syar'iyah</i> Blangkejeren.	3	4	3	10	3

Table 2. Description of *URGENCY*

Score	Indicator	Indicator description
5	Very urgent	Extremely urgent and needs to be done
4	Urgent	Very urgent and needs to be done
3	Moderate	Urgent and needs to be done
2	Low	Needed to be done
1	Not urgent	Can be postponed

Table 3. Description of *SERIOUSNESS*

Score	Indicator	Indicator description
5	Very Serious	Highly likely to cause problems
4	Serious	Highly likely to cause problems
3	Quite Serious	Likely to cause problems
2	Less Serious	Could potentially cause problems
1	Not Serious	Problems might occur if not addressed

Table 4. Description of *GROWTH*

Score	Indicator	Indicator description
5	Very Fast Deterioration	Very likely to cause significant problems in the future
4	Fast Deterioration	Likely to cause significant problems in the future
3	Fairly Fast Deterioration	Likely to cause significant problems in the future
2	Less Fast Deterioration	Problems may occur in the future
1	Not Fast Deterioration	Problems may arise in the future if not addressed

The next step is to analyze the root causes of the issue of "Suboptimal Management of Lactation Rooms." Therefore, the author will detail it in a fishbone diagram as follows:

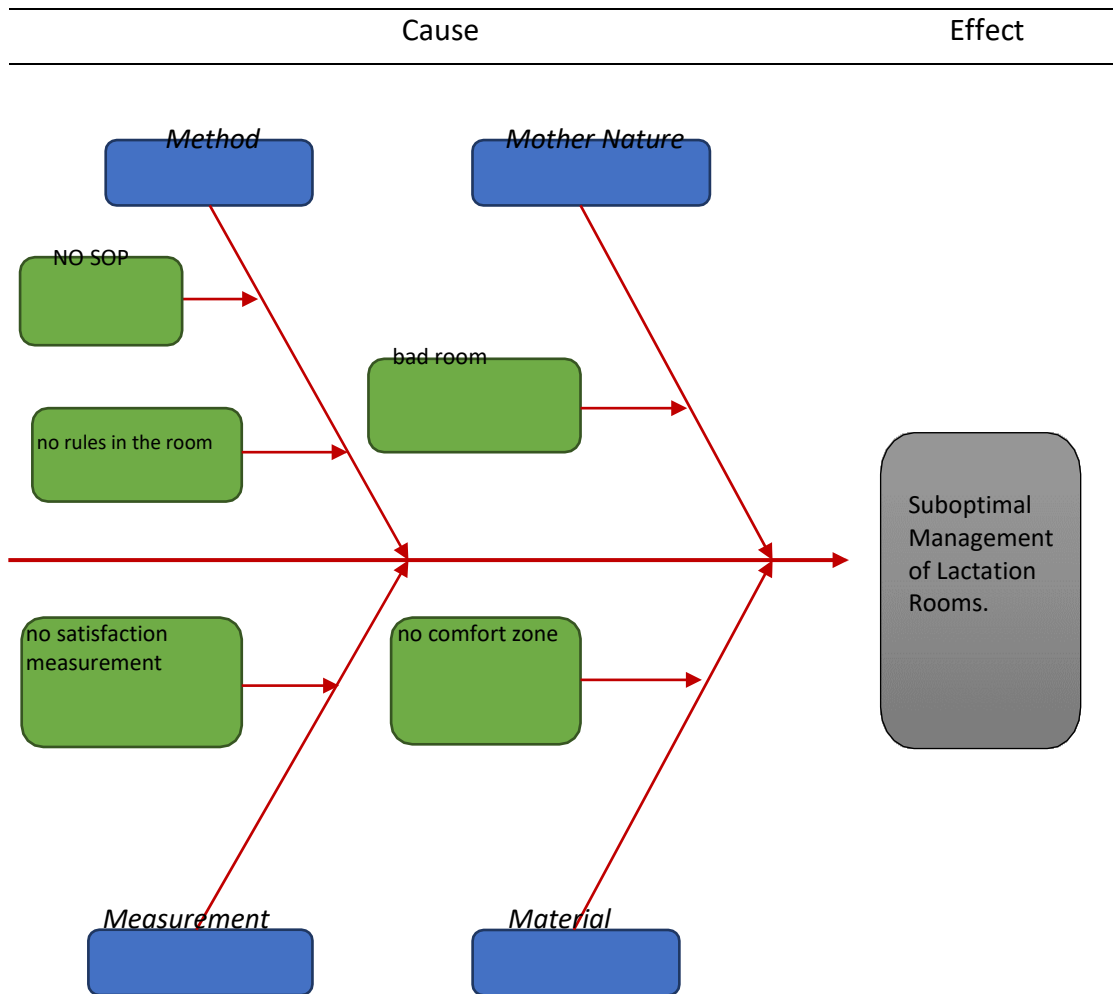


Figure 1. Fishbone Diagram

The activities to be carried out in order to address the issues from the Core Issue above are as follows:

- Conducting a survey of lactation rooms and compiling a list of necessary items.
- Creating a Budget Plan (RAB) and reporting it to the General Affairs and Finance Subsection.
- Ordering and purchasing items according to the Budget Plan.
- Developing SOP drafts, regulations for the use of lactation rooms, educational posters regarding the importance of breastfeeding, and conducting electronic visitor satisfaction surveys.
- Arranging the lactation room and installing posters on regulations, education, and lactation room service surveys.

1. Conducting a survey of lactation rooms and compiling a list of necessary items. Conducting lactation room condition check carefully and thoroughly conducted a survey as a form of service-oriented value interpretation, which is Continuous Improvement on October 6th to October 7th, 2023.



Figure 2. Lactation room checking

Listing required items: I have compiled a list of necessary items, prioritizing aspects that are essential, as an interpretation of the value of Accountability, which entails the responsible, effective, and efficient use of state assets and property.

2. Checking the prices of required items via e-commerce: I have honestly, responsibly, and with high integrity checked the prices of required items, as an interpretation of the value of Accountability, which entails the responsible, effective, and efficient use of state assets and property.

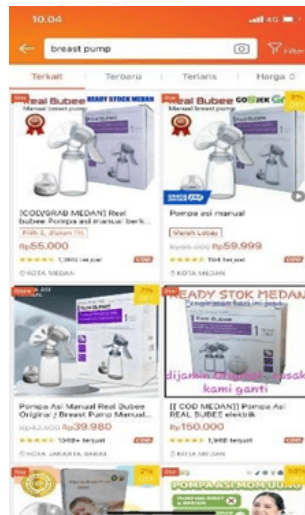


Figure 3. Price checking through e-commerce

3. Drafting the Budget Plan: I have prepared the Budget Plan honestly, responsibly, and with high integrity, interpreting the value of Accountability, which involves the responsible, effective, and efficient use of state assets and property.

Rancangan Anggaran Biaya
Penambahan Fasilitas Kenyamanan Ruang laktasi

No	Nama Barang	Volume	Satuan	Harga Satuan (Rp)	Total Harga (Rp)
1	Bantal Duduk	2	Buah	25.000	50.000
2	Tirai Penutup	2,5	Meter	25.000	62.500
3	Breast Pump	1	Buah	55.000	55.000
4	Karpet Hijau	2	Meter	50.000	100.000
5	Kabel Pegas	4	Meter	12.500	50.000
6	Print Poster	3	Lambar	50.000	150.000
7					
8					
Jumlah Total (Rp)					467.500

Mengetahui,
 Kepala Urusan dan Keuangan

Khairulh, S.K.I

Figure 4. Budget Plan Draft

4. Making purchases: I have carefully and responsibly placed orders for items through both online and offline stores, interpreting the value of Accountability, which involves the responsible, effective, and efficient use of state assets and property.

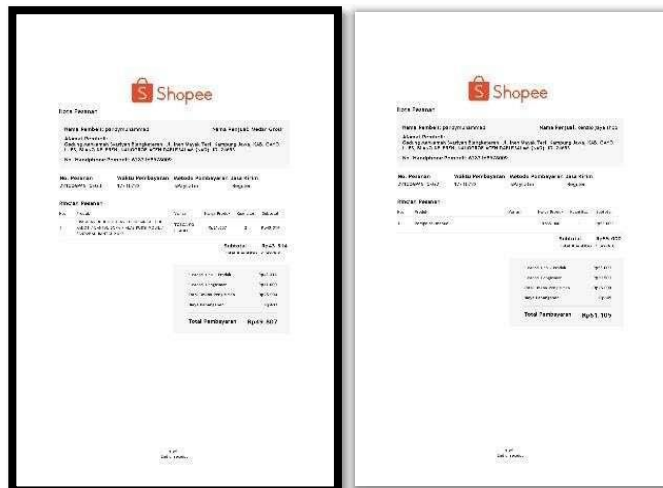


Figure 5. Purchase of seat cushions and breast pump



Figure 6. Purchasing of curtain fabric and carpet."

5. Designing lactation room SOP that has been designed the lactation room usage SOP as an interpretation of the value of Service Orientation, which entails Continuous Improvement.

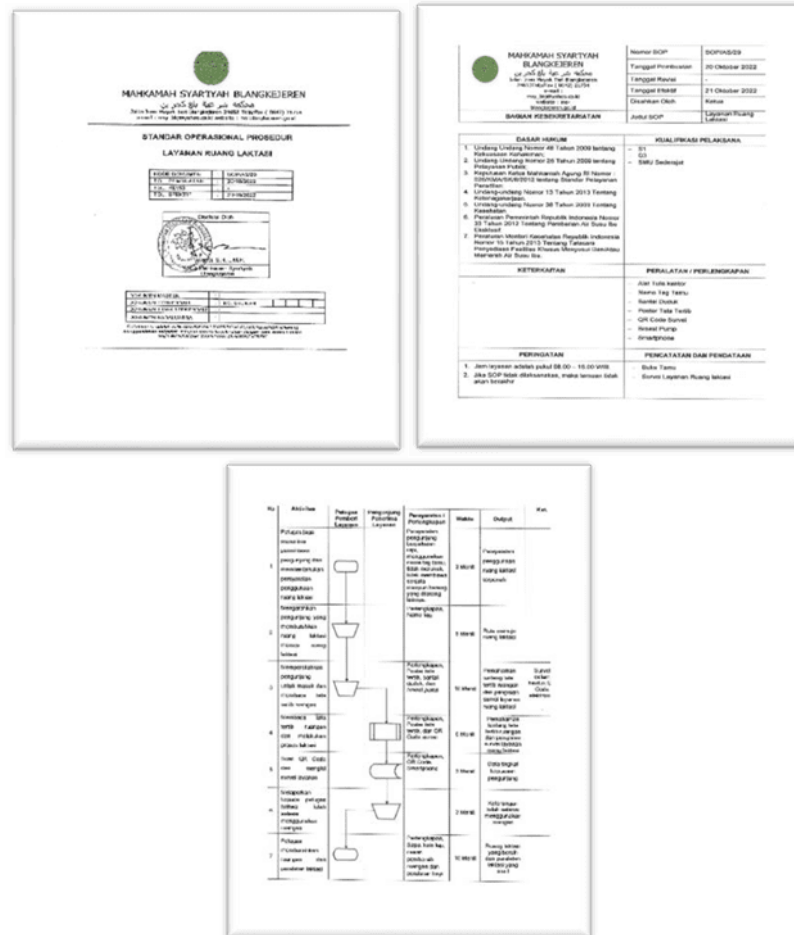


Figure 7. lactation room SOP

6. Designing lactation room regulations and educational posters: I have carefully yet creatively designed lactation room regulations and educational posters as an interpretation of the value of Service Orientation, which emphasizes Continuous Improvement.



Figure 8. Lactation room regulations

7. Designing a survey using Google Forms.

The image shows a Google Form titled "Survei Layanan Ruang Laktasi" (Survey of Lactation Room Services) from the Mahkamah Agung Republik Indonesia. The form is designed to collect feedback on the services and facilities of the lactation room. It includes sections for respondent information, service quality ratings (e.g., "Seberapa ramah petugas kami?"), and facility ratings (e.g., "Bagaimana dengan fasilitas ruangan?"). The form uses radio buttons for multiple-choice questions and text input fields for suggestions.

Figure 9. Design of the Survey

8. Making QR code survey



Figure 10. QR Code survey

9. Designing the lactation room



Figure 11. The lactation room

4. Conclusion

Based on the findings from the literature review concerning the enhancement of lactation room management to ensure exceptional service at *Mahkamah Syar'iyah* Blangkejeren, it can be concluded that:

1. The researcher employed the USG Technique (Urgency, Seriousness, and Growth) to scrutinize the issue, pinpointing the primary concern as the "Suboptimal Management of Lactation Rooms." Subsequently, fishbone analysis was utilized to delve into the underlying causes of this issue.
2. The identified innovative solution involves "Introducing amenities for enhanced comfort and developing a user satisfaction survey app tailored for lactation room users," which is slated for implementation as part of the realization process.

In summary, by employing systematic analysis methods and proposing innovative solutions, the study aims to address the deficiencies in lactation room management, ultimately aiming to elevate service quality at *Mahkamah Syar'iyah* Blangkejeren.

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