

**QUALITATIVE STUDY ON BARRIERS TO COMPETENCY DEVELOPMENT
OF HEALTH WORKERS AT ANAKKU CLINIC IN SOUTH TANGERANG**

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Abstract

The quality of health services is highly dependent on the ability of the health workers who work there. However, there are still many clinics that have difficulty in improving the ability of their employees, including the Anakku Clinic in South Tangerang. This research aims to find out and understand the obstacles faced by health workers in improving their work skills. This study uses a qualitative method by collecting data through in-depth interviews and observations of medical personnel and clinic management. The data were analyzed by thematic methods to find the main patterns and themes of the interview results. The results of the study showed that the main obstacles in improving the ability of health workers at Klinik Anakku include lack of time for training, lack of support from management, low work morale of individuals, and lack of access to training and certification. In addition, a less supportive work environment also slows down the process of upskilling. These findings point to the need for more appropriate human resource management strategies, such as creating sustainable training programs and reward systems based on work results. The hope of this study is to provide input for clinic management and other health institutions in improving the quality of the health workforce through a more effective capability development approach.

Keywords: competence; health workers; barriers; clinics; qualitative approach

Introduction

Health workers have a very important role in ensuring the quality of service. Health workers are an important part of maintaining the quality of service in various places, including private clinics. Their ability affects service levels, patient safety, and public trust in health services. This competency includes the knowledge, skills, and professional attitudes that medical and non-medical personnel must possess in order to work effectively and in accordance with professional ethics. In the field of primary health services, clinics play an important role as the first place to provide services to the community.

Clinics not only cure patients, but also become a place to provide information, prevent diseases, and encourage healthy lifestyles. However, based on the results of

the study, many clinics in the region face problems in maintaining the quality of medical personnel. Some of the problems that often arise are lack of technical skills, the ability to communicate with patients, and low sense of discipline and work ethic. This happens due to a limited amount of manpower, lack of training, and too heavy workload. The same situation is also experienced by the Anakku Tangerang Selatan Clinic, a clinic that provides health services for mothers and children. Although this clinic strives to provide friendly, fast, and professional services, there are still some problems related to the ability of its health workers. From initial observations, there are several obstacles, such as differences in the level of ability of health workers, lack of training on clinical competence, and difficulties in communicating and working together in teams. In addition, the ability of medical personnel to use health technology and digital documentation systems is also uneven, thus affecting the efficiency and quality of service.

Issues related to competence are important issues because they can affect patient satisfaction, patient safety, and clinic reputation. According to Notoatmodjo (2015), the competence of health workers is not only formed from formal education, but is also influenced by work experience, training, and work environment that supports sustainable professional growth. If any of these factors do not go well, then the performance of individuals and clinics can decrease, and the quality of health services is not guaranteed. In human resource management in the health sector, several challenges such as heavy workloads, lack of time for training, and factors such as motivation and leadership are often the causes of low competence of health workers.

Therefore, it is important to deeply understand the obstacles faced by health workers in improving their competence, whether they come from personal, organizational, or system factors in the clinic. "Qualitative Study on Obstacles in the Competence of Health Workers at Klinikku Anakku South Tangerang". This research aims to find out and describe in detail the various obstacles faced by health workers in achieving and maintaining their professional competence. In addition, this study also aims to understand how internal and external factors affect efforts to improve the quality of services at the Anak Clinic Clinic.

Theoretical Framework

Definitions and Concepts

Warongan, Dotulong, and Lumintang (2022) Human resource management, abbreviated as MSDM, is a science or way of managing the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that goals are achieved. These resources are directed towards achieving the company's pre-set goals. In the pediatric clinic, there are several things that need to be considered so that children can grow and develop healthily and well. Children's clinics not only pay attention to physical health, but also look at the psychological, cognitive, emotional, and social development of children.

Thus, the clinic can provide a complete picture of the child's welfare. The clinic also provides services such as consultation with parents, counseling, education, and

general health checks such as immunizations. In addition, the clinic also conducts early detection of growth and development disorders, monitoring development, evaluating behavior, and referring to further treatment services if needed. The medical team at a children's clinic generally consists of several fields such as pediatricians, child psychologists, child psychiatrists, speech therapists, physical therapists, and social workers. They work together to ensure the physical health and psychosocial aspects of children receive adequate attention. The clinic is designed to feel friendly, safe, and comfortable for children. In this place, children can take part in various types of therapy activities that help their development. The main goal is for children to develop according to their age and potential, while helping parents provide the best care at home.

Competence

Competence is one of the important components that individuals must have so that the implementation of work tasks can run well. According to Sutrisno & Zuhri (2019), competency is defined as an ability based on skills and knowledge supported by work attitudes and its application in carrying out tasks and work in the workplace that refers to the set work requirements.

At my child's clinic, the ability of health workers such as nurses and other medical staff is very important in order to provide good service and in accordance with standards. They must know how to work properly in terms of ethics and law, be able to communicate with patients clearly, and have a passion for continuous learning and development. Nurses here must take responsibility for every decision and action taken, understand their own limitations, and enlist the help of more experienced personnel if needed.

Obstacles

Obstacles in work are various factors or conditions that interfere with or hinder the effectiveness, productivity, and work performance of a person or an organization. Based on studies from journals, work barriers can be in the form of work demands that are considered as barrier stressors, namely situations that hinder or interfere with the achievement of individual work results, such as overload, lack of communication, minimal support from superiors, unclear tasks, and imbalances between work and life (Hasanah, 2024).

In my son's clinic, there are several obstacles that often interfere with the smooth running of health services. The first obstacle is the limited number of available medical personnel, which causes longer patient waiting times. In addition, the existing medical facilities are also not fully adequate to handle various children's health needs optimally. Another obstacle that is also a challenge is the lack of coordination between staff, both medical and administrative, which affects the effectiveness of patient data recording and service processes. Overcoming these barriers is important to ensure that pediatric clinics can provide the best possible service for patients and families.

Health Workers

According to Anna Kurniati and Ferry Efendi, the definition of health workers is everyone who obtains formal and non-formal education who dedicates themselves to various efforts aimed at preventing, maintaining and improving the degree of health (Kurniati & Efendi, 2012, p. 3).

Health workers at Klinik Anakku play an important role in providing complete and quality health services specifically for children. They not only perform medical tasks such as regular health checks, administer medication, and treat various diseases, but also actively provide information to parents about the importance of a healthy lifestyle, vaccinations, and pre-illness care for children to grow optimally. At Klinik Anakku, health workers always try to create a friendly, comfortable, and safe atmosphere for children so that they feel calmer and easier to cooperate when examined or given treatment. In addition to medical expertise, they also use an empathetic approach and good communication so that children and their parents feel heard and valued. Cooperation between doctors and various parties such as nutritionists, psychologists, and administrative officers is also very important in providing services that suit the needs of each child. By supporting each other, Klinik Anakku continues to strive to provide real assistance to ensure the overall health and welfare of children.

Method

Types and Approaches to Research

This study uses a qualitative approach with a descriptive type of research. This approach was chosen because it was able to explore the meaning, views, and experiences of informants in depth on the phenomenon being studied, namely related to the management of human resources and work systems at the Anakku Clinic. According to Sugiyono, qualitative research is a research method used to research on natural conditions, (as opposed to experimentation) where the researcher is the key instrument, data collection techniques are carried out in a triangulation (combined), data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalizations. The author understands that qualitative research is research that is descriptive in nature and tends to use analysis, the deeper the analysis, the higher the quality of the research results.

Research Location and Time

This research was carried out at the Anakku BSD Clinic located in the South Tangerang area. This clinic was chosen because it has the characteristics of a medium-scale private health care facility, serves pediatric patients, and has a structured work system but still applies a humanist service approach. The research time was carried out on September 26, 2025, which included field observation activities, interviews with the owner and three staff, and the collection of supporting documentation.

Research Subject (informant)

The subject of the study was determined using the purposive sampling technique, which is to select informants who are considered to be the most

understanding and directly involved in the clinic's operational activities (Sugiyono, 2012). The informants in this study include:

1. Clinic owners, who act as the main decision-makers and determine the direction of health services policies in clinics.
2. Two health workers, who are responsible for providing medical services to patients and have a direct understanding of the dynamics of services in the field.
3. Clinic admins and cashiers, who play a role in managing patient administration, recording financial transactions, and being a liaison between management and health workers.

This structure shows a collaborative and professional pattern of working relationships, with the owner as the main policy maker, health workers as the core service implementer, and the admin as the support for administrative operations.

Data Collection Techniques

Data Collection Methods in Effendy, et al. (2025). "Data collection at the research site by conducting observations, interviews, and documentation by determining the data collection strategy that is considered appropriate and determining the focus and depth of data in the next data collection process."

The data collection techniques used in the AnakKu clinical research include:

1. Observation
Observation is carried out to directly observe daily activities at Klinik AnakKu, such as the process of patient service in the examination room, interaction between doctors and nurses, and the implementation of health protocols. This observation provides a contextual understanding of the actual operational situation of the clinic.
2. Interview
Conduct in-depth Q&A with the resource person using directed but flexible open-ended questions. Interviews are used to gain in-depth information and personal perspectives.
3. Documentation
Collect data from written sources, photos related to the research object as a complement to primary data.

Data Analysis Techniques

Data Analysis using the interactive Analysis model according to Miles and Huberman This model consists of three main stages, namely:

1. Data reduction: the process of simplifying, selecting, and organizing data to make it more focused and easier to analyze.
2. Data presentation: a form of presentation in the form of tables, graphs, or narratives to make it easier to understand the relationship between data.
3. Conclusion drawing and verification: the stage of drawing conclusions based on the data that has been simplified and presented, while also checking the validity of the conclusions.

The model is dynamic and iterative, meaning that the analysis is done while collecting data, allowing the results of the analysis to be more in-depth and comprehensive.

Results

Question: What is the meaning of health worker competence in your opinion and an indicator or sign that a health worker is considered competent?

Table 1.1

Report	Informant's Answer
Owner	Health worker competency is the ability and knowledge possessed by health workers to carry out their duties and responsibilities in providing safe, effective, and quality health services. It includes the knowledge, skills, and attitudes needed to carry out professional duties in the health field. This competence is very important to ensure patient safety and the quality of health services.
Staff 1	The ability that a person has to carry out practice based on knowledge, his professional attitude, skills and knowledge that we have is measured through competency tests. The indicator is to handle the client appropriately according to the problem that the client has.
Staff 2	The ability of health professionals to carry out practices based on knowledge, knowledge, skills, and professional attitudes measured through national competency tests according to national service quality standards. Indicators of competent health workers include legal SIP ownership, compliance with procedures such as handwashing when handling patients, administrative compliance, and health worker performance results.
Staff 3	The competence of health workers is the ability and knowledge required to provide safe, effective, and quality health services, thereby ensuring patient safety and service quality.

Based on the interview results, all informants had a similar understanding of health worker competency, albeit with different focuses. The owner and Staff 3 emphasized that competency includes knowledge, skills, and professional attitudes to ensure patient safety and service quality. Staff 1 highlighted the practical aspect, namely the ability to handle clients according to their problems through competency tests. Meanwhile, Staff 2 added legal and procedural aspects, such as SIP ownership, compliance with standards, and performance results. Overall, health worker competency is understood to include theoretical, practical, and regulatory aspects that support each other in improving service quality.

Question: Apas. The most effective step to ensure that health workers at my child's clinic improve their competencies in accordance with high health service standards?

Table 1.2

Report	Informant's Answer
Owner	Concrete steps are to hold internal training and include training human resources in institutions that have proven to be good
Staff 1	Participating in seminars/webinars to increase our knowledge and practice/practice directly to our clients
Staff 2	Effective steps by providing training and seminars on health workers nationally and internationally, and discussion of various cases.
Staff 3	The most effective step to improve the competence of health workers at Klinik Anakku is through structured and needs-based continuous training, as well as periodic evaluations to ensure the application of these competencies in daily practice.

Based on the interview results, all informants agreed that improving the competence of health workers must be done through continuous training and development. The owner emphasized the importance of internal and external training at trusted institutions, while Staff 1 and Staff 2 highlighted the benefits of seminars, webinars, and case discussions to broaden their knowledge and apply practical skills. Staff 3 added the need for structured and needs-based training accompanied by periodic evaluations. Overall, improving competency at Anakku BSD Clinic needs to be done through continuous education, direct application, and regular evaluation to ensure the quality of health services.

Discussion

Profile of Klinik Anakku BSD

Klinik Anakku BSD was established in 2008 to provide integrated health services for children, ranging from general examinations such as vaccinations to specific services such as therapy for children with special needs. The background of its establishment is to meet the need for comprehensive child growth and health services in the BSD area, supported by a team of pediatricians and professional therapists.

Identifying Problems of Barriers to Health Workers' Competency

Based on the results of the interview, health workers at the Anakku Klinik Tangerang Selatan have not reached the expected competence because there are internal obstacles in the form of the attitude of some employees who feel that their competence is enough so they are reluctant to receive further training. In fact, human resource development has become part of the clinic's mission and has been supported by budgets and training programs both internally and externally. As a result of this resistance, strategic efforts to improve competence according to high health service standards have not been running optimally.

Therapy Service Procedures

Based on the procedure at Klinik Anakku BSD, it starts with a consultation with a pediatrician, followed by an assessment by a therapist if needed, then a scheduled therapy session (speech therapy, sensory integration, occupation, behavior, physiotherapy) for 45-60 minutes, as well as a developmental evaluation every three months.

Analysis of Factors and Impacts of Competency Barriers

Barriers to competency development at Anakku BSD Clinic stem from the attitude of some health workers who feel that their abilities are already adequate and therefore refuse further training (Wibowo, 2018), accompanied by low motivation to learn (Robbins & Judge, 2017) and emotional barriers such as fear of making mistakes and reluctance to step out of their comfort zone (Handoko, 2014). This situation leads to resistance toward human resource development programs despite the clinic providing support and facilities. As a result, there has been a decline in performance, non-compliance with work standards (Mathis & Jackson, 2016), hindrance to service quality improvement (Wibowo, 2018), and reduced HR effectiveness and competitiveness (Handoko, 2014), which has the potential to undermine patient confidence in service quality.

Research Discussion Analysis

The obstacle to improving competence at Klinik Anakku is not due to the lack of organizational support, but due to the internal resistance of health workers who feel that their competence is enough so they are reluctant to take part in training. This shows the gap between strategy design (budget, training program, organizational mission) and the individual's behavioral readiness to learn. Cutting-edge literacy calls this form of resistance a self-satisfaction bias that inhibits upskilling even when opportunities are available.

As a result, the competency quality improvement strategy does not run optimally because the intervention still focuses on providing programs, not on managing learning attitudes and motivations (re-framing training scores, outcome-based feedback, role models, and competency accountability). Without addressing this psychological side, the quality of clinical services has the potential to stagnate even though structural support is available.

Conclusion

Research at Klinik Anaku BSD found that barriers to improving health workers' competence stem from internal individual factors, particularly the belief that their skills are already sufficient, leading to resistance to further training. Despite the clinic's full support through budgets, training programs, and HR development integration, this resistance hinders service quality improvement and competency achievement. Therefore, competency development should focus not only on training provision but also on changing attitudes and motivation toward learning. This can be achieved through effective communication, feedback, role models, and linking training participation to performance evaluation to reduce resistance and enhance service quality.

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