

**Overview of Organizational Factors on Cadre Performance in the Implementation of Posyandu Toddler****Zulfa Nur Alifa Ramadhan¹, Yennike Tri Herawati¹**¹⁾ Universitas Jember, Jember, Indonesia**Corresponding Author:**

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Keywords:

Cadre, Organizational Factor, Performance, Posyandu Toddler

Abstract

Cadres at Sucopangepok village play a crucial role in reducing stunting by educating about essential practices for toddlers, such as exclusive breastfeeding, proper complementary feeding, and maintaining hygiene to ensure adequate nutrition and prevent infections. The cadres offer health nutrition education to pregnant women and parents of toddlers by monitoring their growth at the posyandu, helping to detect stunting early. They serve as the primary line of defense in improving public health, as they understand their community's characteristics. This study aimed to describe organizational factors on performance in implementing posyandu for toddlers. This study used descriptive research to describe organizational factors including infrastructure, rewards, job design, and leadership on cadre performance. Involved 45 cadres as respondents taken by total sampling. Data was collected using interviews questionnaires, observation, and documentation, then the data was analyzed using descriptive data analysis which will describe the characteristics of each. Facilities infrastructure and work design have good results even though in the facilities and infrastructure, there are facilities that need to be replaced and repaired. The rewards in the category are inappropriate. Leadership is in the adequate category due to the lack of closeness between the leader and the cadres. Cadre's performance during toddler posyandu activities showed promising results. The description of organizational factors in facilities and infrastructure and job design is good, rewards in the category are inappropriate, and leadership is in the adequate category with good cadre performance.

INTRODUCTION

Posyandu held that because we need a society with monitored growth, toddlers do not suffer from a lack of nutrition like stunting. Stunting is a major nutrition problem experienced in Indonesia (Pusat Data dan Informasi, 2018). The impact of resisting stunting is disturbed productivity in child (Mulyana, 2021) which if not handled, will cause a lost generation (Siswati, 2018). Travel Integrated Healthcare is connected with the cadre because the cadre is special and plays a role in helping midwives in information activities, such as recording, wheeling, and giving food. Apart from that, the cadre, also called the tongue, from power health to villagers. The solutions at Posyandu depend on the performance cadre (Nasution & Musyabiq, 2020). Several factors influence cadre performance, one of them factor organizations, including facilities and infrastructure, leadership, rewards, structure, and design work.

Public health center Jelbuk ranked 1st with the highest percentage of stunting. Public health center Jelbuk had 3 villages entered in stunting locations: Panduman Village, Sucopangepok Village, and Sukojember Village. Toddler data stunting in February and August 2022 in Panduman Village, 93 cases fell to 85 cases; in Sucopangepok Village, there were 42 cases, which decreased by 31 cases, and in Sukojember Village, There were 67 cases, which rose to 111 cases. Next, in February 2023, cases of stunting were in the third village among others; in Panduman Village, There were 85 cases; in Sucopangepok Village, 79 cases; and in Sukojember Village, 61 cases. The study took Sucopangepok Village as a location study to

describe factor organizations involved in the activity of Posyandu toddlers. Election caused by February 2023 case stunting increases. Apart from that, there are obstacles in maintenance posyandu on factors organization like not enough facilitated tool anthropometry used, so tool anthropometry used alternately, incompleteness administration, and lack of financial support from the village. Based on the background behind this, the researcher does study related description factor organization (facilities and infrastructure, rewards, leadership, and design work) towards performance cadre Posyandu toddler.

RESEARCH METHODS

This study used a descriptive method. The purpose of using this method is to describe social phenomena and be used to analyze subject results. Respondents in this study used the entire population for analysis because the finite population was 45 cadres in Sucopangepok Village. This study examines the variables of facilities and infrastructure, rewards, job design, leadership, and performance of posyandu cadres. Data collection used were observation and documentation questionnaires of value. They came from the Jember health profile book, journals related to performance and organizational factors, and data from the Jelbuk Community Health Center for secondary data. The study was ethically tested at the Faculty of Public Health, Jember University, with letter 410/KEPK/FKMU-UNEJ/V/2023.

RESULTS

Table 1. Frequency Distribution of Posyandu Toddler Cadre (N=45)

| Variable | n | % |
|-----------------------|----|------|
| Age | | |
| 20-37 | 26 | 57.8 |
| 38-55 | 19 | 42.2 |
| Gender | | |
| Men | 4 | 8.9 |
| Woman | 41 | 91.1 |
| Education | | |
| No School | 1 | 2.2 |
| Elementary School | 28 | 62.2 |
| Junior high school | 10 | 22.2 |
| Senior High School | 6 | 13.3 |
| Work | | |
| Teacher | 2 | 4.4 |
| Housewife | 32 | 71.1 |
| Farmer | 10 | 22.2 |
| Self-employed | 1 | 2.2 |
| Marital Status | | |
| Marry | 44 | 97.8 |
| Divorced | 1 | 2.2 |
| Years | | |
| 0-10 | 26 | 57.8 |
| 11- 21 | 15 | 33.3 |

Based on the results obtained were 45 cadres of Posyandu toddlers in Sucopangepok Village Subdistrict Jelbuk Jember Regency distribution frequency type sex woman more lots than men, that is women 91.1% or 41 people and men 8.9% or 4 people. From the results obtained, 45 cadres in Sucopangepok Village Subdistrict Jelbuk Jember Regency distribution frequency most ages are aged 20-37 years there were 57.8% or 26 people aged 38-55 years there were 42.2% or 19 people. Based on Table 1 shows that 45 cadres level education the most Elementary School, namely 62.2% or 28 people, then 22.2% or 10 people graduated from junior high school, 13.3% or 6 people from high school, and none attending school, 2.2% or 1 person.

From the results obtained, 45 cadre majority own work as a housewife, that is amounting to 71.1% or 32 people, apart from that, some cadres work as farmers, namely 22.2% or 10 people, teachers 4.4% or 2 people and entrepreneurs 2.2% or 1 person. From the results obtained, 45 cadres have marital status with marital status, namely 97.8% or 44, and divorced 2.2% percent or 1 person. From the results obtained, 45 cadres in Sucopangepok Village Subdistrict Jelbuk Jember Regency frequency the most become cadre for 0-10 years as many as 57.8% or 26 people, then 11-21 years as many as 33.3% or 15 people and 22-32 years old as much as 8.9% or 4 people.

Table 2. Crosstab Distribution Between Organization Factors and Performance of Cadre

| Organization Factors | Performance | | | |
|-------------------------------|-------------|-------|-------|---|
| | Better | | Worse | |
| Facilities and infrastructure | N | % | N | % |
| Decent | 37 | 82.22 | 0 | 0 |
| Not Suitable | 8 | 17.78 | 0 | 0 |
| Reward | | | | |
| In accordance | 2 | 4.44 | 0 | 0 |
| Not enough in accordance | 16 | 35.56 | 0 | 0 |
| No in accordance | 27 | 60 | 0 | 0 |
| Job Design | | | | |
| Good | 45 | 100 | 0 | 0 |
| Enough | 0 | 0 | 0 | 0 |
| Not enough | 0 | 0 | 0 | 0 |
| Leadership | | | | |
| Good | 17 | 37.78 | 0 | 0 |
| Enough | 22 | 48.89 | 0 | 0 |
| Not enough | 6 | 13.33 | 0 | 0 |

Tabulated results facilities and infrastructure showed that the performance cadres found in the category inadequate facilities and infrastructure not good 8 cadres have performance good, and 37 (82.22%) cadres have good performance in the category facilities and infrastructure good. Rewards with performance cadres obtained, in the category rewards not in accordance, there are 60% cadres with good performance, there are 16 people with category rewards not enough by performance good, and there are 2 cadres with performance good in the category appropriate reward.

Job Design to performance tabulated results that design work with performance there are 45 cadres with category design work good and good performance. Tabulated results on leadership with performance obtained results in categories leadership not enough there are 6 people with good performance, there are 22 cadres with performance good in the category enough, and there are 17 people with good category leadership.

DISCUSSION

a. Characteristics cadre of posyandu toddler

Based on the results obtained characteristics cadre manifold sex women 91.1%. Most cadre manifolds this woman because cadre Posyandu is a housewife who volunteers to help in field health (Setyowati & Astuti, 2020). That is in line with the research results obtained, the majority of cadre own work as a housewife ladder or IRT with a percentage of 72.7% or 32 people. Apart from that, there are no criteria for a particular type of gender involved in participating in activity posyandu.

Age is the amount of age an individual is counted from the date of birth and expression in numbers (Zuliyanti & Hidayati, 2021). Based on age results, the cadre in Sucopangepok Village Subdistrict Jelbuk Jember Regency is the majority aged 20-37, 57.8%. According to Wahyuni *et al.*, (2017) in (Zuliyanti & Hidayati, 2021), at the age of 21-40 years, own still has the mental and physical maturity to be active in activity posyandu.

Education is the level of the last formal education completed by cadre Posyandu with getting certification graduation /diploma (Lewen *et al.*, 2020). Background education cadre Posyandu in Sucopangepok Village majority is Elementary School (SD). There are no minimum criteria for the required education achieved to be cadre. However, the cadre required can read and write because one task from the cadre is to do recording and reporting, as well as help do counseling/counseling health to society (Chahyanto *et al.*, 2019).

According to Law of the Republic of Indonesia Number 1 of 1974 about Marriage, marital status is the bond born inside between a man and woman as husband and wife. Based on the results of research carried out, cadre Posyandu toddler.

The majority have marital status that is married. Marital status influences life organization. This is because cadres who do not have married status or are already divorced have no own confiscatory demands time in their role become cadre Posyandu (Malik *et al.*, 2020).

The working period is level time individual work, as well as one's influence on performance. This is because the longer the cadre's work will increase skills (Ivana *et al.*, 2022). The results obtained were that the majority of the cadre has worked for 0-10 years. Other cadres have work with a range time of 11-21 years, and the longest time is 22-32 years. Working period cadre has its connection with liveliness cadres, this is because the long working period will increase the knowledge of individual. In addition, the longer the cadre works, the more experience facing challenges will develop (Nasution & Musyabiq, 2020).

b. Facilities and infrastructure to performance

Facilities and infrastructure have their role in making solutions work easier (Yuniarti *et al.*, 2021). Facilities and infrastructure are also needed to improve the performance of employees. Based on the results of the research carried out, the assessment of respondents related to existing facilities and infrastructure at the posyandu is good. Every table in Posyandu has its respective facilities and needs. Each post has a tool measuring weight and can still be used, but there are some posts that tools show marks differently, like value on an analog scale. That is because the scales are old, so Cadre uses *dacin* as a solution to reduce existing errors.

However, on its use cadre, it feels difficult if the child is being weighed fussy or actively moving (Ludya et al., 2023).

Error measurements on height and weight can occur because no standardized tool measuring anthropometry is used (Indriyati et al., 2020). A calibration tool measuring weight and height must be done first to get accurate results. Support means convenient infrastructure cadre in determination *stunting* form tool integrated measurement expected can make cadre as layer front in countermeasures level of *stunting* village (Ayu Perwiraningrum et al., 2021). Procurement tools are sourced from village funds obtained and submitted by cadres development man or KPM (Sumarni et al., 2022).

Other facilities available at the posyandu, among others, are the KMS/KIA book and register book. The KMS/KIA book and register are also used as references for cadres to monitor developing toddlers coming to posyandu (Sumartini & Rahmidini, 2022). Counseling facilities used a cadre obtained from KMS books, posters/ *leaflets*, and facilities for health services. There is a bag of Posyandu kits. Furthermore, for communication, the cadre uses the application *WhatsApp* and hardener sounds around. There are several means like tables and chairs that are not all posyandu have so that replaced with the mat as a base. Evaluation respondents related infrastructure from building posyandu found that there are several hamlet/posyandu that do not have their building. Hence, they use the house cadre as a place for activities posyandu. Availability building posyandu has benefits to support activity Posyandu like immunization and maternal and infant health and can used for saving other tools/means (Pratama, 2020).

Evaluation respondents related facilities and infrastructure with performance obtained results that there are facilities and infrastructure with evaluation good with good performance from cadre because good means will improve quality environment work so that performance cadre becomes increases. That aligns with the study (Rusmalayana et al., 2023). Facilities and infrastructure is the most dominant factor in performance cadre posyandu. If the existing facilities and infrastructure in activity Posyandu are complete and good, they will support the performance cadre. A study (Raniwati et al., 2022) explains that facilities and infrastructure good posyandu own opportunity 24,800 times cadre own good performance compared to inadequate facilities and infrastructure good. Next, assessment respondents related inadequate facilities and infrastructure with a good performance from the liveliness cadre in operating tasks for the day open Posyandu (Rusmalayana et al., 2023). That thing assumed part cadres who do not see there are or no facilities on-site work them. For example, like building Posyandu in a few hamlets, cadre do activity posyandu in one of the houses cadre or school.

c. Rewards to performance cadre

Rewards or compensation is essential for the cadre in operating his task. According to Gibson *et al.* rewards influence performance (Indrasari, 2017). Evaluation-related rewards received by cadres Posyandu majority feel that rewards are not appropriate. Nonconformity is because dissatisfaction rewards are given. Apart from that, cadres also contribute to making PMT.

Source funding Posyandu originate from community, private, results business, and the government that uses it used for expenses operational posyandu, provision of PMT, substitutes cost journey cadres, business capital, as well help cost reference for those who need it (Kementrian Kesehatan RI, 2011). Source financing from Posyandu follows the scheme financing government already from village, district/city funds (regency/city APBD), provincial funds (provincial APBD), ministry /institution funds (APBN), as well as income other valid ones (Tim Nasional Percepatan Penanggulangan Kemiskinan, 2018b:56). The source of PMT funds are sourced from village funds, allocation funds specifically (DAK), APBD, and APBN (Tim Nasional Percepatan Penanggulangan Kemiskinan, 2018).

Research results show that most cadre have good performance, though some cadre feel rewards the some do not appropriate, sufficient appropriate. Evaluation of cadre to the rewards are not appropriate and sufficient with good performance caused cadre to work in a way volunteer so that with rewards whatever cadre will still fulfill his task moment activity posyandu. Although that is how it is rewards used to motivate cadres to be able to give a good performance, in addition to rewards, give the power to pull someone to survive and stay in the organization, so the need exists research so that you can ensure satisfaction members (Arifin et al., 2022). According to research (Zuliyanti & Hidayati, 2021) incentives can positively influence cadres. Giving incentives can increase the spirit cadre organized by Posyandu (Arifin et al., 2022).

d. Job design to performance cadre

Job design shows framework pattern duties, authority, and responsibilities. The answer is relationships and work procedures in an organization (Tewal et al., 2017). The individual will feel like they are doing their job if they can show results and constitute part essential to the organization (Indrasari, 2017). Based on results, research conducted obtained results from evaluation cadre-related design work categorized as good. Capable cadres finish the task with appropriate time, knowing the task given, it is directed by the head village/midwife related task done, do innovative and capable finish work with high precision.

Cadres have good performance and good job design. That is because mutual cadres help in finishing related work with posyandu and knowing duties and roles that must be done during becoming a cadre. According to research conducted by (Nasus Saputri, 2022) there is a connection between performance and design work, that is, cadres who control and can finish tasks with good will influence their performance. Additionally, Gibson et al. theory also states that design work is one influencing factor in performance.

e. Leadership to performance cadre

Leadership is one possible factor that influences performance. A capable leader interacting with members gives encouragement and motivation, as member support will produce the desired performance (Ramly, 2021). Posyandu cadres toddler give evaluation category enough on the assessment leadership. Leadership in question refers to the leader from the village or the Village Head. That is because part of the enormous cadre feels the leader lacks connection with the cadre. Lack of connection between cadre and Head village related to lack of proximity leader with member posyandu.

Lack of concern related to facilities and needs posyandu, an award received by cadres like appreciation/rights special to cadre posyandu. However, the leader motivates the cadres to join and assists the village in lowering the number of *stunting*, which is motivation delivered by the leader moment activity meeting.

Government village is level tangential start directly with society, so need exists optimization to meet the need for problems related to nutritional status can quickly resolve. Head village is one of the stakeholders or underwriter answer group work (Pokja) Posyandu which has a role in the matter giving support policies, facilities and funds for implementation Posyandu, coordinating role cadre Posyandu to play a role active in maintenance Posyandu, and do coaching so that it can be implemented activity Posyandu in a way regular (Kementrian Kesehatan RI, 2011). Connection or proximity between leaders and cadres Posyandu is necessary so that it does not happen gaps in the field. Proximity leader with cadre Posyandu will grow communication whose aim is to exchange thoughts so that the leader knows existing problems and solutions from the problem (Purba & Ginting, 2019).

The majority cadre Posyandu toddlers own good performance even on assessments of leadership in the category. That is because there exists an accompanying regional midwife cadre

that provides instruction during activity posyandu. The regional midwife joined in and/accompanying in activity posyandu in each post/ hamlet. Apart from that, cadres and regional midwives work together in partnership to detect early, collect data, and carry out counseling to reduce *stunting*. A study (Wulandari & Kusumastuti, 2020) explains that the role of the midwife's influence is positive to cadres because the midwife is a powerful health and has the role of communicator, motivator, and facilitator.

CONCLUSION

The facilities and infrastructure in the village are in good condition, and the cadre's performance is also good. However, some tools are damaged and need to be replaced. Furthermore, the cadres felt that the rewards given were inappropriate, but the cadres still had good performance. The job design is in a suitable category, and the cadres' performance is also good because the cadres are capable and know the tasks given. Leadership is in the sufficient category, with good performance; this is because there is still a role for midwives who participate in helping posyandu activities. It is hoped that the village government will build closeness with cadres so that they know and understand the obstacles in the field; apart from that, budgeting or proposing facilities and costs for PMT activities will be carried out so that the toddler posyandu runs better.

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