

Commitment, Motivation, and Performance of Posyandu Cadres

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Abstract—Posyandu cadres are part of the health workers that role in establishing a healthy community through the Millennium Development Goals (MDGs) achievement. Posyandu cadres have a role in empowering the community as motivators, educators, and health cares. The cadres' excellence in coordinating with the community leaders and the government supports their ability in identifying the necessities and constraints in providing health services. Commitment and motivation of posyandu cadres as part of the community that has the duty of health educator closest to the community, determines the realization of a healthy society. This study aims to analyze the influence of commitment and motivation towards the performance of health cadres. In this research using quantitative analysis approach. A total of 87 respondents from 91 samples were asked questions. The results show that all the variables of commitment and motivation have a significant effect on the performance of Posyandu cadres.

Keywords—Posyandu cadres; commitment; motivation; performance

I. Introduction

Village Community Health Development (PKMD) program was established in 1975 in Banjarnegara District, Central Java, Indonesia. This program is developed to manage maternal and toddler life quality improvement. In 1985, PKMD became Integrated (health) Services Office (Posyandu) that is a community-based service known as Community-Sourced Health Efforts (UKBM). UKBM is from, organized by, and for the community. This service unit is established to find out and cope with nutrient issues to toddlers or pregnant mothers.

Public Health Center (Puskesmas) is a central health service that found by the Indonesian government in sub-district level (1). Posyandu is a part of public health center managed by the community that provides integrated services and monitoring toward the community health especially to toddlers and pregnant mothers (2). The activities of Posyandu are directed by and for the community in managing service system and basic health need fulfillment to improve life quality empirically through immunization services, health education, and health services (3). Posyandu is a form of communication, technology transfer and community health training that has strategic value to develop human resources early to achieve the prosperous, happy small family norm (4). This

strategic position needs support from the government and the community. While Indonesia faces a time of economic crisis, the performance of Posyandu is also affected. Many posyandu do not run optimally. These conditions have an impact on health in pregnant women and toddlers. Nutrient-prone conditions are becoming more common.

The operational activities of posyandu involve cadres from the community itself who graduated of health education and empowerment training from Puskesmas. The cadres are from PKK, community leaders, and maidens within sub-village and village regions. Posyandu cadres have important roles because they are health providers that are close to the activity objectives and have frequent meetings more often than other health providers. Posyandu cadres are responsible for monitoring mother and child health in pregnant mother nutrient status, nursing mother and toddlers improvement movements, as well as mothers and toddlers monitoring.

The cadres' involvements in posyandu tend to be social actions. The active roles of this community members are not oriented on earnings. Nevertheless, the community appreciates posyandu cadres' performances. Almost all Posyandu have trouble finding young cadres. Because young families who are asked to become cadres are usually busy with work (5). Without constant earnings, it is needed high commitment cadres. Appreciation is a factor that can motivate posyandu cadres in doing their works (6). Lack of motivation can result in cadre drop out that is where the cadre does not administer posyandu activities actively. Drop out cadre may be caused by too low incentive fund, fewer facilities, and infrastructures, as well as less health training (7), (8). The level of participation and activeness of osyandu cadres is constrained by the level of education, knowledge, development training, incentive and type of work, the participation of cadres with the organization (9). Drop out cadre impacts to service and monitoring efforts of pregnant mothers, nurturing mothers, and toddlers.

This study is aimed to analyze the influence of affective commitment, continuous commitment, normative commitment, and motivation toward posyandu cadres' performances. The results of this study are expected to be suggestions for the decision takers in improving posyandu cadres' performances.

II. LITERATURE REVIEW

Posyandu working system is a sequence of activities that includes input, process, and output (10). The implementation input includes integrated health services to mothers, babies, and toddlers within physical facilities, human resources, funds, and management. The **process** in Posyandu service system involves organization, implementation, officer development and monitoring, home visiting, evaluation, feedback, and rewards for the cadres. The output involves the results of weighing, side dish feeding, nutrition improvement distribution, immunization service, Family Planning service, and counseling. While the output is expected involves improvement on nutrition status and pregnant mothers, as well as reducing mothers and babies mortality, low birth weight and morbidity.

The basic principles of Posyandu include the community's efforts through services and professionalisms, cooperation on cross-program and cross-sector in mother, baby, and toddler health disciplines that manage weighing, immunization and health, to 0-1 year old babies, 1-4 years old toddlers, pregnant mothers, and couples of childbearing age through development and formation of rural public health and primary health care (11).

The cadre aspects have strategic roles within the chain of service process in Posyandu. As health care provider, Posyandu perceives service as service operational. Cadres or volunteers of Posyandu have unique challenges in providing health services because they tend to be not salaried (12). The cadres' loyalty in operationalizing Posyandu becomes an interesting issue to be observed further. The urges that occur the Posyandu cadres' commitment and motivation will determine the service quality provided by the posyandu for the community. Posyandu is encouraged to improve its performance which begins by increasing the activity and ability of cadres. Given the strategic presence of the cadres so to be more optimal in providing services, the government provides training programs to motivate cadres (13).

a. Performance

The performance describes the work results done by a person compared to the assigned criteria (14). The performance is the process where the organization evaluates or assesses the employees' performance achievement (15). The cadres' performance shows the work results achievement (output) achieved by the employees in performing their duty and responsibility both in quality and quantity (16). The employees' performance is affected by the given efforts, ability, and circumstance where the employees do their activities (17). The Posyandu cadres' participation is a performance that can be manifested through observing their competence from the educational background, improving knowledge, managing training, providing intensive and encouraging the Posyandu cadres' participation in the organization (18). Cadre's performance is affected by the giving operational assistance, charter, transport money, and training (19).

b. Commitment

Commitment is a physiological construct that characterizes the relation between the organization members to the organization he follows (20). It implicates to individual decision to keep continuing their membership with the organization or not. The commitment is also stated as a form of ability and willingness to synchronize personal character with the organization necessity, priority, and goal. This includes the ways how to develop goals or fulfill the organization necessities that means proceeding the organization mission rather than personal interest (21). When someone commits to an organization, therefore he will try to stay with the organization and support it (22).

By improving work gratification, thus it will gain higher commitment level (23). The commitment will be a.) a strong desire to defend a particular organization member, b.) a strong willingness to defend the organization reputation, and c.) faith and acceptance of the organization value and goal (24). There are three things to measure one's commitment to an organization, they are a.) Affective commitment, b.) Continuance commitment, and c.) Normative commitment (25). The organization commitment measurement is implemented by distinguishing the factors affecting the organization commitment that include a.) Personal factors, b.) the organization factors and c.) External factors (26).

The improvement and reinforcement of commitment in the organization can be done through some empowerment ways (27), they are a.) the length of work (time), b.) trust, c.) confident, d.) credibility, and e.) accountability.

c. Motivation

Motivation means a willingness to struggle as optimal as possible in achieving the organization goals affected by the ability to attempt of fulfilling some individual necessities (28). Motivation can also show someone's heart movement and plan to achieve a purpose. Someone who has motivation will have the strength and try to achieve the desired success.

Motivation is described as a condition that can encourage or cause someone acts consciously (29). The presence of motivation within a person will arise courage in doing various ways to achieve his desired purpose. The source of motivation comes from someone's inside or outside the self. The motivation comes from inside is known as intrinsic motivation, while the motivation comes from outside is known as extrinsic motivation. Both motivations will affect someone's to do a job to achieve his desired purpose.

The organizational commitment is also related to the employees' performance. "A growing body of research indicates that organizational commitment has utility as a predictor of such important behavioral outcomes as performance, absenteeism, and turnover" (30). Some studies also show that organization commitment can be implemented by the organization to see the most important employees' behavior such as performance, attendance in the working field, and their turnover from the organization.

The motivation relates to the employees' performance. "Mathematically, the relation of performance and motivation can be written as $P = f(A, M)$ or $P = A \times M$. Performance (P) is a function (f) from the ability level (A) and degree of motivation (M) (31). The high motivation of the cadres, greatly affect the performance of posyandu that will affect the quality of service posyandu.

III. RESEARCH METHOD

The population of this research is Posyandu Cadres in Puskesmas Godean 1, Godean Sleman, the Special Region of Yogyakarta operational territory. The respondents of this research are determined through purposive sampling. The sample determination is based on the following criteria:

- a. The active Posyandu cadres at least for two years.
- b. The active Posyandu cadres in the Posyandu activities.

To test the measuring instrument accuracy with the consistency among statement items in an instrument will use reliability test. The reliability test includes constructing validity through confirmatory factor analysis method by using SPSS calculation program. This study applies primary and secondary data. The primary data is gathered through questionnaires and direct interview to the cadres. The data is assessed using Multiple Regression models through ordinary least squares. This study implements t test (partial significance test) and F test (simultaneous significance test) to assess the presented hypothesis. The conceptual framework in this study can be seen as follows :

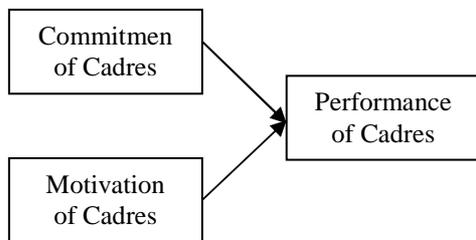


Figure 1. a schematics diagram of the conceptual framework

A. Description of Respondent

This study manages 91 cadres of Posyandu Puskesmas 1 Godean, Sleman as its population. According to the purposive sampling rules, the required respondent to be research should be active respondent with two years of minimum tenure. From 91 respondents, this study gathers 81 cadres as the samples. Description of respondents grouped by age, educational background, daily activities of respondents, years of services as cadre. Group by age divided into three. The first group is an unmarried cadre to have a cadre who has a family and have children aged under five years. The second group is a respondents who has children under 5 years old until adulthood. The third group is a respondents who already has married sons or

daughters. In this study group of respondents aged over 41 years is the largest group.

The level of education that affects the ability to communicate and work into the next group of respondents. Senior high school educated respondents are the largest group. More than half of the respondents were housewives. Most respondents have been performing as cadres for more than 5 years. The respondent description is described in the following table:

Table I. Respondent Description

Description	f	%
Age group		
20 - 30 years old.	2	2%
30 - 45 years old.	38	47%
> 45 years old.	41	51%
Educational Background		
No School	0	0%
Elementary School Graduate	3	4%
Junior High School Graduate	9	11%
Senior High School Graduate	57	70%
College	12	15%
Job Status		
Have a job	24	30%
Housewives	57	71%
Years of Service as Cadre		
> 2 - 5 years	17	21%
> 5- 10 years	26	32%
> 10 years	38	47%

Source: The data is processed in 2016.

B. Design of The Questionnaire

The questionnaire items are designed based on measurement of commitment, motivation and performance in Indonesian language. Items of commitment consisting of affective commitment, continuous commitment and normative commitment. Motivational items consist of intrinsic motivation and extrinsic motivation. Respondent were asked to give their agreement with the questionnaire, using the likert scale of five points.

IV. RESULTS AND DISCUSSION OF THE STUDY

A. Result

The data were processed using multiple regression analysis. The results of data processing is used to evaluate the strength of the relationship between commitment, motivation and performance. The data analyzing result is described in the following table :

Table II. Regression Results

Variable	β	t Value	p-value
Intercept (Constant)	1,285	5,175	0,000
Commitment	0,215	2,148	0,035
Motivation	0,368	3,825	0,000
F test	29,264 → sign 0,000		
R Square	0,411		

Source: The data is processed in 2016.

The data analyzing above shows the commitment and the motivation that significantly affects the cadres' performance. Commitment variable is positively related to the cadres performance ($\beta = 0,215$, $p < 0,05$). Motivation variable was positively related to the cadres performance ($\beta = 0,368$, $p < 0,05$). The result of regression test shows R^2 is 41,1% in this study, which means that there are 58,9% of the Posyandu cadres' performance affected with other variables beside commitment and motivation . Multiple regression equation between commitment, motivation and performance, as Follows :

$$\text{Performance} = 1,285 + 0,215 \text{ Commitment} + 0,368 \text{ Motivation} + e$$

B. Discussion

Posyandu cadres are health workers who come from the community. The closeness of the cadres to the community, increasing commitment in carrying out the work as volunteer in the field of health. Kader or Posyandu volunteers have a unique challenge in providing health services because they tend to be unpaid (12). Role of community, community leaders and health service officers in the region Support of community and government leaders is crucial and determines the success and continuity of posyandu activities (19).

Most cadres have employment status as housewives. Most of the cadres have served this task for more than 10 years. This condition is a unique phenomenon in a working condition. The research results support Allen and Mayer's statement. Workers with affective commitment tend not to leave work and will do (20). Attention of community and government leaders in the form of providing incentives, training and education can motivate cadres to improve their performance. This is a form of ongoing commitment where the cadre needs other benefits from the activities it does. The level of education is quite good, also affects the performance of cadres in the duties as a health worker.

V. LIMITATION

A half of the questionnaire of this study still refers to the instruments that are usually used to measure employees' performance in a company. This condition may cause the gathered data be incompatible with the respondents' condition. This limitation gives chances to do the further study by modifying and looking through some other instrument models that are more compatible to be implemented to the sample that is active in social activities. The instrument of commitment was developed in accordance with the social activities will also be able to produce more detailed information about the form of commitment that gives more influence to the performance of the cadres.

VI. CONCLUSION

The performance of Posyandu cadres is crucial to the quality of health of pregnant women and children under five years of age. The excellent work of cadres is influenced by commitment and motivation in doing the work. The attention of the public and the government towards the work of cadres in providing health services, can increase the commitment and motivation of the cadres. Research related to commitment and motivation to social workers such as posyandu cadres can be developed by revealing in more detail what can improve their performance. Educational background, age and year of services as cadres, also affect performance.

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