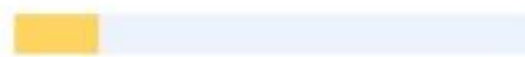




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PUSKESMAS STRATEGY IN IMPROVING THE PERFORMANCE OF POSYANDU CADRES

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ABSTRACT

The purpose of this study was to determine the strategy of Pambusuang Health Center in improving the performance of posyandu cadres in maternal and child health programs in Polman Regency, West Sulawesi Province.

This research uses a qualitative descriptive method which is intended to provide a clear and comprehensive description of the existing problems. The data collection procedures used were observation, interviews, and notes.

Based on the research that has been done, **5 it is concluded that** the quality of work of posyandu cadres in Polman Regency is quite good. This can be seen from the ability of posyandu cadres to carry out their duties and responsibilities in accordance with superior orders. While in terms of quantity it can be seen through the amount of work of Posyandu Officers carried out according to a predetermined schedule. Meanwhile, timeliness is very good. This can be seen in the service hours set on the 11th of each year and opening at 9am. In terms of efficiency, the performance of Posyandu officers in Polman Regency is currently quite effective in providing services to the community because it has a large number of officers, namely 18 people. While in terms of independence, Posyandu administrators are able to complete the assigned tasks even without direct assistance.

Keywords: Performance of Posyandu Cadres, Maternal and Child Health Program

1. INTRODUCTION

Health is very important and can be used as one of the parameters that can determine the human resources of a country, because through health services it can be seen whether a country is progressing or not. In addition, health is an important factor for individuals because the level of individual health also affects the individual to achieve a prosperous condition.

Adi (2002) states that health is a field related to social welfare. Therefore, health is also one of the factors in achieving the level of social welfare of a society as stated in Law No.11 of 2009 concerning Social Welfare. The law states that social welfare is a condition of fulfilling the material, spiritual and social needs of citizens in order to live properly and be able to develop themselves, so that they can carry out their social functions.

With this, researchers are interested in conducting this research because they found that there is still a lack of community participation and participation in carrying out posyandu activities. The executives have interacted with the mothers, but there are still some who do not care about the health of their children. Here we can also see that the role of Posyandu

officers is still weak.

Health development aims to further improve the degree of public health ¹⁹ and improve the quality, convenience and equity of health services to all levels of society, as well as improve nutritional conditions, foster healthy and clean living attitudes, supported by growth, grooming and safety. housing, settlements and the environment.

Village community health development, hereinafter abbreviated as PKMD, is an activity carried out by the community, by the community, and for the community. An active form of community involvement or UKBM (Community Resource Health Efforts) is the posyandu.

Posyandu is one of the means of health service efforts organized by, from, ²⁶ and with the community to ensure the health of mothers and children. The most important health services provided to the community are ¹⁸ maternal and child health, immunization, nutrition and prevention and handling of diarrhea. community, especially mothers, and maintain the continuity of life, child growth and development.

During the posyandu movement, the posyandu is supervised by officers selected from the area, ²³ trained to carry out routine activities inside the posyandu and outside on open days. A posyandu officer is a person who because of his/her expertise or ability is appointed, selected and/or appointed to lead the development of posyandu in a place or village. The role of the framework is to monitor the ²⁷ growth and development of children or toddlers. Improving the operation and performance of posyandu is in the interest of all parties, so the success of posyandu is a shared responsibility. ¹³ One of the most basic problems of posyandu is the low level of knowledge of managers, both in academic and technical terms.

Some research that raises about performance improvement includes findings, Good Corporate Governance has no effect on Organizational Citizenship Behavior, Knowledge Management has a significant effect on Organizational Citizenship Behavior, Good ³ Corporate Governance and Knowledge Management have a significant effect on Job Satisfaction. Job Satisfaction does not mediate the effect of Good Corporate Governance on Organizational Citizenship Behavior, but is able to mediate the relationship between

Knowledge Management and Organizational Citizenship Behavior. Interestingly, good corporate governance ²⁴ does not necessarily increase employee OCB. ³ GCG which still seems to be carried out only by decision makers in a directed manner so that employees do not feel part of the implementation of GCG in the company by (Karyatun, et al, 2023). Then research These results can be interpreted that the higher the employment status, the higher the employee performance. Employee commitment has a significant effect on employee performance. These results can be interpreted that the higher the employee commitment, the higher the employee performance by (Marzuki, et al, 2023). And ¹ the results showed that teaching experience, teacher qualifications and work culture had a direct positive and significant effect on teacher performance at SMA Negeri 9 Bulukumba. Therefore, teaching experience, teacher competence and work culture in the performance of SMA Negeri 9 Bulukumba teachers are important for the development of knowledge, vision and mindset of teachers in school education, especially in SMA Negeri 9 Bulukumba Regency by (Nurlalelah, et al, 2023).

2. THEORETICAL FOUNDATION

a. Strategy Concept

Strategy Concept Strategy is a comprehensive approach that involves conceptualizing, planning, and implementing an activity within a certain period of time.

A good strategy requires the coordination of a working group whose theme is the identification of supporting factors in accordance with the principles of reasonable implementation of ideas, financial efficiency and tactics to achieve effectively spent goals (Fandi Tjiptono, 2000: 17). According ¹² to Buzzel and Gale in Agustinus Sri Wahyudi, (2009), strategy refers to the main policies and decisions used by management, which have a major impact on financial performance. These policies and decisions often require large resources and cannot be replaced easily.

Strategy is the most important factor in achieving business goals, the success of a business depends on the manager's ability to build the strategy used. Strategy is highly dependent on your current goals, circumstances and environment. Strategy is the overall

effort to achieve goals and leads to the development of detailed plans (Kotler, 2009).

b. Posyandu Cadre Concept

A cadre is a volunteer recruited **2** from, by and for the community, who is tasked with assisting the smooth running of health services. Posyandu cadres are community members who are willing, able and have the time to organize Posyandu activities voluntarily (Ministry of Health, 2011). Cadres are the **16** link between the community and health workers because they are always in the middle of the community. Cadres can help mobilize community resources, advocate for the community and build local capacity (Armydewi, et al, 2011).

Based on the Regulation of **28** the Minister of Home Affairs Number 19 of 2011 concerning Guidelines for the Integration of Basic Social Services in Integrated Service Places, Posyandu (Integrated Service Station) is one form of public health efforts **2** managed and organized by, for, and with the community in implementing health development which aims to empower the community and make it easier for the community to obtain basic health services, and accelerate the reduction of maternal and infant mortality. Posyandu is a community empowerment forum formed based on village/district consensus and managed by Posyandu Officers. The establishment of the Posyandu is determined by a decree of the village/lurah head.

Posyandu is a community health resource **10** effort (UKBM) that is managed and organized by, for and with the community in implementing health development, to empower the community and help them obtain basic health services more easily. **2** accelerate the reduction of maternal and infant mortality. UKBM is a vehicle for community empowerment created based on community needs, managed by, from, for and with the community, with the guidance of puskesmas officers, interdisciplinary departments and other related organizations. Basic health services at Posyandu are health services that include at least 5 (five) activities, namely **18** maternal and child health (MCH), family planning (KB), vaccination, nutrition, and health management, (Ministry of Health, 2011).

A cadre is a voluntary worker recruited ² from, by and for the community, who is tasked with assisting the smooth running of health services. Posyandu cadres are community members who are willing, able and have the time to organize Posyandu activities voluntarily (Kemenkes RI, 2011). Cadres are the ¹⁶ link between the community and health workers because they are always in the middle of the community. Cadres can help mobilize community resources, advocate for the community and build local capacity (Armydewi, et al. 2011).

Based on ⁴ the Regulation of the Minister of Home Affairs Number 19 of 2011 concerning Guidelines for Integrating Basic Social Services in Integrated Service Posts, Posyandu (Integrated Service Post) is one form of community-sourced health efforts ² that are managed and organized from, by, for and with the community in the implementation of health development, in order to empower the community and provide convenience to the community in obtaining basic health services to accelerate the reduction of maternal and infant mortality. Posyandu is a community empowerment forum formed through village consensus deliberations that is managed by the Posyandu manager. The establishment of a posyandu is determined by a decree of the village/lurah head.

⁶ Posyandu is one form of Community-Sourced Health Efforts (UKBM) that is managed and organized from, by, for and with the community in the implementation of health development, in order to empower the community and provide convenience to the community ² in obtaining basic health services to accelerate the reduction of maternal and infant mortality. UKBM is a vehicle for community empowerment formed on the basis of community needs, managed by, from, for and with the community, with guidance from Puskesmas officials, cross-sectors and other related institutions. Basic health services at Posyandu are health services that include at least 5 (five) activities, namely Maternal and Child Health ¹⁷ (MCH), Family Planning (KB), immunization, nutrition and diarrhea prevention (Ministry of Health, 2011).

Posyandu cadres are community members who are given the skills to run a posyandu (Taslim, 2007). While the definition of Posyandu, according ²⁹ to the Ministry of Health

(2006) is a member of the community who is selected from and by the community, willing and able to work together in various community activities voluntarily.

The duties and functions of posyandu cadres according to (Depkes RI, 2006) are as follows:

1. Tasks of posyandu implementing cadres

- a. Prepare tools and materials, namely baby weighing tools, cards to be healthy (MKS), props, LILA, measuring devices and medicines needed.
- b. Inviting and mobilizing the community, including calling mothers to the posyandu.
- c. Carrying out **20 the division of tasks**, especially determining **the division of tasks** between posyandu administrators, both in terms of preparation and implementation.

2. Functions of the Posyandu Executive Officer

- a. Coordinate with midwives to record, monitor and evaluate post-village activities.
- b. Develop and manage community resource-based health efforts (SMEs) including Clean and Healthy Living Behavior (PHBS), Environmental Health (kesling), nutrition knowledge of KIBB Balita and Family Lifting.
- c. Identify and report community events that impact on public health.
- d. Resolve problems with the community

3. Role of the moderator

The posyandu management unit is led by a senior executive selected from among the members of the unit. The organizational form of the posyandu management unit is united in a community management unit or group (Ministry of Health, 2011).

Posyandu officer development activities are part of SME activities (Important Public Health Efforts at Puskesmas). The purpose of coaching posyandu officers is to increase the capacity of officers in carrying out the task of providing additional food to toddlers to improve nutrition, because posyandu officers are people who better understand the fulfillment of community conditions and needs.

c. Concept of Performance

1. Definition of Performance

Performance is a description of the extent to which an activity/program/policy achieves the goals, objectives, mission and vision of the organization as stated in the organization's strategic plan. Efficiency is the implementation of a plan that has been prepared. Effective implementation is carried out by human resources who have adequate capacity, competence, motivation and interest (Wibowo, 2017).

From another point of view, performance is often used to refer to the achievement or level of achievement of an individual or group of individuals. Performance can only be known if an individual or group of individuals has predetermined success criteria. The success criteria appear **5** in the form of certain goals or targets to be achieved. Without a goal, it is impossible to know the performance of a person or an organization because there is no benchmark (Mashun, 2016).

22 Employee performance is influenced by several factors including: according to Sutermeister in (Mahsun, 2016) including motivation, ability, knowledge, expertise, education level, experience, training, interest, attitude. personality conditions - physical conditions and physiological needs, social needs and ego needs.

According to Simamora in Mangkunegara (2019), performance is influenced by three factors:

- 1) Personal factors include abilities, skills, background and demographics.
- 2) Psychological factors consist of perception, attitude, personality, learning and motivation.
- 3) Organizational factors consist of resources, leadership, rewards, structure and job design.

Meanwhile, according to Timple in (Mangkunegara, 2019), performance factors include two factors, namely:

- 1) Internal factors are **30** related to a person's characteristics, for example good performance is caused by high ability and hardworking nature.
- 2) External environmental factors such as the behavior, attitudes and actions of

colleagues, subordinates or managers, work facilities and the organizational environment.

Neal in Mangkunegara (2019), several aspects of performance can be measured, namely:

- 1) Accuracy (Meeting accuracy standards)
- 2) Performance (Actual responsibilities and duties)
- 3) Administration (Evidence of administrative effectiveness)
- 4) Analysis (Effectiveness analysis)
- 5) Communication (Communication with other parties)
- 6) Competence (Demonstrate ability and quality)
- 7) Collaboration (Working together with other parties)

3 Performance Indicators Employee performance can be evaluated objectively and accurately using standardized performance level criteria. This measure includes giving employees the opportunity to know their level of performance. According to Robbins (2016) performance indicators are tools to measure how far employee performance has been achieved. Here are some indicators to measure employee performance:

1) Quality of Work Employee work quality can be measured from employee perceptions of the quality of work produced and the perfection of tasks against employee skills and abilities (Robbins, 2016). The quality of work can be described by the level of good and bad work of employees in completing work as well as the ability and skills of employees in doing the tasks assigned to them. Quantity is the amount produced expressed in terms **2** of the number of units, the number of activity cycles completed (Robbin, 2016).

2) Quantity is a measure of the number of work units and the number of activity cycles completed by employees so that employee performance can be measured through this number (units / cycles). For example, employees can complete their work quickly before the deadline set by the company.

3) Timeliness Timeliness is the extent to which an activity is completed at the beginning of the specified time period, seen in terms of coordination with results and maximizing the time available for other activities (Robbins, 2016). Employee performance can also be measured by the timeliness of completing the work given. So that it does not affect other

work that is **2 the responsibility of the** employee.

4) Efficiency Efficiency here is the extent to which the use of an organization's resources (energy, money, technology and raw materials) is maximized for the purpose of increasing the results of using the resources of each unit (Robbins, 2016).

5) Independence Independence is the extent to which a person **2 can carry out their** job functions without getting help, guidance, or superiors (Robbins, 2016). Performance assessment over a certain period of time is called organizational performance measurement, the results of which **can be used as** a guide to improve organizational operations. Therefore, it is necessary to know the puskesmas strategy **to improve the performance of posyandu** officers in Lappabosse Village, Pambusuang District, Bone Regency, meaning that by improving organizational performance, it will improve the quality of employees and create professional employees.

Conceptual Framework

Gambar 1. Bagan Kerangka Konsep

3. RESEARCH METHODS

This research was conducted at Pambusuang Health Center. This location was chosen because Pambusuang Health Center has several posyandu with good performance and needs attention in Polewali Mandar, West Sulawesi Province. The research objects in this study were the Head of Pambusuang Health Center, Posyandu Cadres, Head of Pustu and Pambusuang Community. The data analysis technique ² used in this research is qualitative descriptive analysis technique. Data analysis is one of the steps in research activities that greatly determines the accuracy and validity of the research results. Qualitative research is research used to investigate, discover, describe, and explain the quality or specialty of social influences that cannot be explained, measured or described through quantitative approaches. ³¹ The unit of analysis of the unit under study which can be an individual, group, object or a social event setting such as individual or group activities as a research subject, (Hamidi, 2005).

4. DISCUSSION

a. Puskesmas Strategy in Improving ² the Performance of Posyandu Village cadres

1) Quality

Quality performance must always be built and applied, be it personal or team performance in accordance with policies in the procurement of human resources. To find out the performance of a person, ⁸ a performance appraisal is needed in order to know the extent to which the performance of a person is able to carry out his duties optimally and how long he will complete the tasks assigned to him. Based on observation data, document data regarding the human resources ² of Posyandu cadres in Polman Regency are as follows:

Table 1.

Number of cadres by education level and length of service

No

Cadre Name

Last Education

Length of Service

1.

Irmayanti

SMA

2018-skrng

2.

Hasmiati

SMP

2016-skrng

3.

Kasmiati

SMA

2017-skrng

4.

ISNA

S1

2020-skrng

5.

Ismayanti

SMA

2022-skrng

6.

Sulfiani

SMA

2019-skrng

7.

Nurdiana

SMA

2022-skrng

8.

Nurhidayah Halim

S1

2023-skrng

9.

Riskawati

SMA

2020-skrng

10.

Suriani

S1

2023-skrng

11.

wahyani

SMA

2023-skrng

12.

Satriani

SMA

2022-skrng

13.

Musfida

SMA

2018-skrng

14.

Indah

SMA

2018-skrng

15.

Nur hikmah

SMA

2022-skrng

16.

Kasmawati

SMA

2018-skrng

17.

Irna

S1

2022-skrng

18.

Hasna

S1

2022-skrng

19.

Nuraeni

SMA

2022-skrng

Source: Polman District Pustu 2023

Based on the data above, it is known that the number of Posyandu cadres in Polman Regency is 19 people with a junior high school education background of 1 person, 13 high school graduates and 5 S1 people, thus the human resources of the Posyandu cadres are

quite adequate.

Furthermore, the quality of this work relates to the quality produced from a job where the quality of this work reflects the level of satisfaction in completing the work and the suitability of the work expected by the organization. In addition, quality can also be interpreted by looking at how the work is done in accordance with what is ordered so that **5 the work carried out** based on existing inputs will achieve the set work targets / objectives.

The quality of this work relates to the quality produced by employees from a job in the organization, where the quality of this work reflects the level of satisfaction in completing the work and the suitability of the work expected by the organization. In addition, quality can also be interpreted by looking at how the accuracy of the data and work is carried out as instructed, the knowledge (HR) of employees so that **5 the work carried out** based on existing inputs reaches the set work targets / objectives.

From the responses of the respondents above, it can be explained that the Posyandu Cadres of Polman Regency in providing **2 services to the community** have worked or carried out their duties as ordered by their superiors. Superiors here also play an important role in whether organizational goals are achieved or not. Without good coordination and coordination, a job will not be able to achieve the expected results.

In working in any organization, before carrying out tasks, employees, in addition to clearly understanding their main duties and functions, must also pay attention to the instructions and advice of their superiors so that they can help employees think at work. So that with this, it is hoped that **5 the quality of the** work produced by the Polman Regency Posyandu cadres can be accepted by every element in the organization and the community in order to increase the target / work target more optimally in the future.

In addition, in carrying out their work, Polman Regency Posyandu cadres must do so in accordance with accurate data and information concerning the organization concerned which also plays a major role in supporting the achievement of optimal quality of work. With accurate data and information, the targets / goals and objectives of the organization can be

achieved. Thus, based on the data obtained, **2** it can be concluded that employees who are equipped with knowledge in carrying out their work can affect the quality of work produced and with the knowledge possessed based on their respective duties will support the implementation of tasks in their work in a professional manner with extensive knowledge **expected to be able to** do a good and productive job. Because the existence of knowledge that is in accordance with the field and the work done will be very helpful in completing the work. **2** Where the Posyandu cadres of Polman Regency can assist in the process getahuan is an accumulation of **the results of the** educational process, both formally and non-formally obtained which contributes to a person in problem solving, creative power including in kukan or completing work.

Measuring **14** the quality of work in posyandu cadres is done by involving all individuals involved in the work who can be a source of information to assess the process of implementing the work. By involving all relevant individuals, it can be said to be participatory and allows **the quality of work** to be accurate. In **21** measuring the quality of this work, it is carried out in three processes, namely at the process level, output level and outcome level, so that in **measuring the quality of** work of Posyandu cadres in Polman Regency, it is not only fixated on the output. But how is the process of completing the work and how is the outcome level whether it provides future benefits or not.

2) Quantity

The quantity of work is related to the number/volume of tasks (work) completed at the specified time. Workload can be obtained as a result of work measurement or participatory goal setting. Determining the quantity of work can be done through discussions between superiors and their subordinates, where the subject matter of the work is discussed, its role in relation to other jobs, organizational requirements and the needs of the cadres. Thus this quantity aims to determine how many posyandu cadres and how much responsibility or workload is appropriately delegated to each cadre. In determining **14** the quality of work to be done is to identify both the number of employees and job qualifications needed to

achieve organizational goals. Based on the results of observations through document data regarding the quantity of work of Posyandu cadres in Polman Regency **8** can be seen in the following table:

Table 2.

Work Quantity of Posyandu Cadres

No

Registration

Total

1.

Registration Balita

110

2.

Registration Ibu Hamil

60

3.

Registration Ibu Nifas

2

4.

Registration Ibu Menyusui

80

Source: Source: Pustu Polman Regency, 2023

To achieve good work results in an organization, one of the things that needs to be considered is that the organization must be able to manage the amount/volume **7** of work **within a** predetermined period of time. This is done so that this work and other work can be completed according to a predetermined time/schedule, or in other words, other work does not interfere with each other. Concerning the matter of managing the volume (quantity) of work with a predetermined timeframe/schedule.

Based on the responses of existing informants, **2** it can be concluded that the amount of

work of Posyandu cadres is completed based on a predetermined schedule where the jobs do not clash with each other because they are already listed in the workload so that more work programs are carried out. And it is inseparable from the number of cadres who have been determined to work on each work target that is divided based on their respective tasks, so that the amount of workload with the number of cadres working can be balanced so that each job can be completed according to schedule. However, the completion of duties and responsibilities, especially in providing public health services, namely reducing infant mortality rates (IMR), mortality rates for pregnant women, childbirth and postpartum, cultivating the norms of the Small Happy Family (NKBS), increasing the role of the community to develop health and family planning activities, and as a vehicle for the reproductive movement of prosperous families, family resilience, and prosperous family economy.

The quantity aspect is an aspect that describes the level of conformity between the amount produced, given, or completed in a cadre's main task with the agreed target in the main task. Workload can be obtained as a result of work measurement or participatory goal setting. Determination of workload can be done through discussions between superiors and subordinates, where the discussion document contains the purpose of the position and its role in relation to the task.

Thus this quantity aims to determine how many cadres there are and how much responsibility or workload is appropriately delegated to each cadre. In assessing the quantity of this work, each posyandu cadre is assessed how much work must be done in carrying out their duties.

Based on the data obtained by looking at the work output targets and the results that can be realized by the posyandu cadres, it can be seen that each cadre can complete their tasks and work according to the predetermined targets. In measuring this quantity aspect, of course, it is not only seen from how much or how much workload is charged and completed by employees each year, of course, it must be related to aspects of quality, time and cost so that in the end it can be concluded whether the work done by each cadre

can be said to have met expectations and supported the achievement of organizational goals.

3) Timeliness

Basically, services for each transaction already have a standard time, but posyandu cadres must also be good at managing time and not talking about things outside the context of work excessively when serving the community. Each posyandu cadre must also serve precisely, meaning that there should be no mistakes both in terms of work and in terms of the availability of facilities and infrastructure that support the speed, accuracy, and accuracy of work. Facilities and infrastructure owned must be equipped with the latest technological advances. Finally, the facilities and infrastructure are operated by qualified people.

It is very common that time management is one of the important skills that a person must learn, especially for service officers. In addition, completing work in a timely manner is also an important part for service officers.

Timeliness is about the completion of work. Timeliness means that utility services can be completed within the specified time period. Basically, the measure of timeliness is seen from the ability of service officers to complete work in accordance with the predetermined time. Based on the results of observations of document data regarding timeliness in completing work can be seen in the following table:

Table 3.

Timeliness of Posyandu Cadre Services

No

Type of Service

Total

Service Time

1.

Baby Weighing

50

11th of every month

2.

Height Measurement

50

11th of every month

3.

Immunization

23

11th of every month

4.

Food Provision Supplementary

50

11th of every month

5.

Vitamin Administration

50

11th of every month

Source: Polman District Pustu, 2023

Based on the table above, it is known that in providing services, Posyandu cadres have carried out their duties **2 in accordance with the** specified time, namely every 11th of each month.

This timeliness **is also one of the** factors that a job can be completed according to the time previously planned in relation to that, in an organization we must know how a job done can be completed on time.

Based on **the results of the** interview above, **it can be concluded that the performance of posyandu cadres in** Lappabosse Village seen from timeliness is very good. This **can be seen from** the service schedule that has been set every 11th and opens at 09:00. Although

the service is enforced until 04:00, the service can be completed more quickly.

4) Effectiveness

Effectiveness here is about the degree to which the use of organizational resources which includes the use of office facilities **5** in the form of people, technology, and finance is maximized to get the highest results or reduce losses from each unit. In carrying out their duties, posyandu cadres are able to empower / use all the resources available in the organization concerned to help complete work tasks both in terms **7** of time and work results.

Furthermore, from the results of document data observation regarding the effectiveness of services using existing facilities and infrastructure **8** can be seen in the following table:

Table 4.

Facilities and Infrastructure Supporting Services

No

Service Facilities and Infrastructure

Total

1.

Centimeter

1

2.

Lila measurement

1

3.

Lenec/Doppler

1

4.

Jelly

1

5.

Scales

1

6.

Body length meter

1

7.

Hammer

1

8.

Tension Meter

1

9.

Stetoskop

1

10.

Blanket

1

11.

Gloves

1

25 Source: Data processed by researchers, 2023

The existence of human resources and the use of facilities greatly facilitate the posyandu cadres in completing their work so as to maximize their work results. Because employees cannot do their assigned work without accompanying work equipment, these facilities must be placed correctly, regardless of the number and size, quality can have an influence on satisfaction.

In service organizations, equipment is a very necessary thing that cannot do more and more effectively and efficiently without the support of adequate work equipment. Indeed, equipment is needed primarily with the intention of saving human energy and energy and also in order to recognize the importance of humans in the organization and **5 to speed up the** work process. In addition, cadres must also be able to master these facilities because if they do not have the skills or mastery of operational techniques regarding certain fields such as the ability to use computers and so on that can support productive completion of work.

Based on **2** the results of the interview, **it can be concluded that the performance of Posyandu cadres in** Polman Regency is currently quite effective in providing **services to the community** because they have a sufficient number of cadres, namely 18 people.

Meanwhile, in terms of facilities and infrastructure, it is also quite complete in supporting the process of carrying out any organizational work / activities so that everything targeted by the organization can be realized properly.

5) Independence

Behaving independently in providing **2 services to the community is** very necessary to know and carry out. People who come to Pustu Cempaka Polman Regency even though they intend to get services but actually they are important guests who must be given maximum service. so that they feel valued, respected and get a positive impression.

Every cadre is obliged and needs to understand the existing ethics of independence.

Without the correct ethics of independence, it is likely that the Lappabosse Village Pustu **2 will lose the trust of the** community because it is considered not to have the correct ethical value of independence.

Furthermore, the independence **of Posyandu cadres in** Polman Regency here is seen from the level where in carrying out their work they do not ask for help from others in other words, the individual can complete their work by being independent without requiring the help of superiors or coworkers if they encounter obstacles at work. To create a cadre who

is creative and able to solve work problems and can complete difficult work, the cadre is required to be able to work independently, think creatively in finding solutions to work problems faced.

Thus it can develop the thinking power of cadres for organizational development **2** in a better direction so that the performance of the individual itself can be more optimal.

The independence of posyandu cadres in Lappabosse Village is someone who is very important in implementing posyandu programs, where posyandu cadres are voluntary personnel recruited from, by and for the community, who help smooth individual and community health services in Lappabosse Village, **7** and work in a place close to the provision of health services. Active cadres are cadres who always carry out their duties and roles as cadres both together and independently.

To find out the independence **2** of posyandu cadres in performing services can be seen from the capabilities possessed as shown in the following table:

Table 5.

Patient conditioning and examination

No

Patient Conditioning

Physical Examination

1

Welcoming patients in a friendly manner

Inspection of the head and scalp

2

Invite the patient to sit down

Inspection of the facial area

3

Conducting anamneses to

patient

Eye examination

4

Recording **2** the results of the history to

MCH book and Maternal Cohort

Examination of the nasal area

5

Performing informed consent on
patient

Inspection of the ear

6

Wash hands, prepare tools and
attach handscoond

Palpation of the neck

7

Conducting height checks

height, weight and lila

Examination of the chest,
breast and axillary palpation

8

Performing TTV checks

(blood pressure, pulse, milk, and respiration)

Heart rate check

fetus

Source: Data processed by researchers, 2023

The role and participation of posyandu cadres through various organizations in efforts to realize and improve rural public health development should be organized and planned appropriately and clearly.

Some things that can or need to be prepared by cadres have been understood and

understood from the beginning by posyandu cadres. Because it is realized or not **2** the existence of Posyandu is an effort to improve the welfare of the community so that Posyandu cadres can work independently even without the help of others. Based on the results of the interviews above, it can be concluded that the independence possessed by Posyandu cadres is the ability to complete the tasks assigned even without direct assistance. This means that the level of independence of the Posyandu cadres is quite good because these Posyandu cadres have been able to carry out their duties independently with a high level of professionalism in completing the work.

5. CONCLUSION

The puskesmas strategy in improving the performance of Posyandu cadres in Polman Regency can be concluded that the quality of work of Posyandu cadres in Polman Regency is quite good, this can be seen from the ability of Posyandu cadres to carry out their duties and responsibilities in accordance with superior orders. While the quantity can be seen from the amount of work from Posyandu cadres completed based on a predetermined schedule. As for timeliness, it is very good. This **2** can be seen from the service schedule that has been set every 11th and opens at 09:00. As for the effectiveness that the performance of Posyandu cadres in Polman Regency is currently quite effective in providing services to the community because it has a sufficient number of cadres, namely 18 people. While in terms of independence possessed by Posyandu cadres is the ability to complete the tasks assigned even without direct assistance.

Implications and Recommendations

2 Based on the above findings, there are several research implications, particularly as follows:

1. Posyandu managers need to equip better facilities and infrastructure to support the smooth running of posyandu activities. The cadres should improve their ability to manage posyandu as a means of health services for children under five.

2. **2** To the community in Lamasariang Hamlet in order to motivate and help posyandu can run well and smoothly. The author hopes that this research can provide understanding to readers, especially about **the role of posyandu cadres in** improving the welfare of mothers and children in Lappabosse Village.

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