



# The most important component of organizational commitment contributes to increase integrated performance at integral service post in Indonesia

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## Abstract

**Introduction:** The functioning of the cadre as the front liner of the empowerment of the society is to increase mothers' participation in order to bring their babies to an Integrated Service Post (ISP) near their homes for routine scaling. This study aimed to analyze the relationship between commitment components and performance regarding increasing toddlers' mothers' participation to integrated service post.

**Methods:** This was an analytic observational research with quantitative approach. Sampling was performed using simple random sampling method.

**Results:** The results showed that most cadres were highly effective in the commitment and had moderate level of sustainable and normative involvement. Sustainability and performance were related, while affective and normative commitment had no performance connection. Sustainable commitment will lead to more mothers able to scale their children in the integrated service post.

**Conclusion:** Sustainable commitment is associated with a cadre's performance, while affective and normative commitment is no.

**Keywords:** commitment, integrated service post, performance of cadre

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## INTRODUCTION

The burden of nutrition in Indonesia has not been resolved yet. According to Basic Health Research (Riskesmas) of 2007 and 2013, there was an increase in the number of underweight cases from 18.4% to 19.6%, of stunting cases from 36.8% to 37.2%, while wasting cases decreased from 13.6% to 12.1%. Those burdens of stunting and underweight became the goals of national development for the National Medium-Term Development Planning (RPJMN) in 2015-2019 (Indonesia Ministry of Health, 2015). Increased nutritional problems indicate a less optimum program of nutritional community development via Integrated Service Post (ISP) as promotive and a prevention aspect to minimize nutritional burdens. The integrated service post is an activity of the people, by the people, and for the people to conduct health development in order to develop and ease obtaining health services so as to decrease mother and infant mortality. Integrated service post as surveillance facilitation for children's development and growth conducted every month might find nutritional problems early and thus prevent death (Indonesia Ministry of Health, 2011). As stated by the

data from the Health Office of the Surabaya District in 2012-2014, the number of babies in integrated service post of Sidotopo Wetan area did not reach the target of 75% in 2012, but only 55.9%; 50.98% out of 80% in 2013; 47.7% out of 85% in 2014. The percentage of participation was categorized as low (Surabaya, 2013).

The integrated service post has cadres from part of the community who are willing to provide time and able to conduct the post voluntarily (Indonesia Ministry of Health, 2011). The cadres have three functions before, during, and after the integrated service post day. Their jobs before the day of the integrated service post are spreading the information about integrated service post schedule to people, coordinating with other related stakeholders, and preparing facilitation before the day. During the day of the integrated service post, the cadres do five post services, including registration, measuring weight and height, filling the card of healthy goals (KMS), community counselling, and health service (Indonesia Ministry of Health, 2012). The integrated service post

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cadre has a big role in achieving the goals which are increased participation of mothers to bring their toddlers to integrated service post.

The performance is the result from both quality and quantity work in human resource per time period during doing the job and the tasks in accordance to the responsibilities given to them (Mangkunegara & Prabu, 2005). One of the factors that is very important to have impact to performance employee is organizational commitment. The belief that highly organizational employers are theorized to engage in more citizenship activities and to show higher work performance is of particular interest to organizational commitment. (Jaros, 1997). To expedite the organizational performance, it is needed to increase the quality of education (Absah, et al. 2019). Therefore, high commitment can affect high performance, and low commitment can affect low performance. Commitment has three components, i.e., affective, sustainable, and normative commitment. Affective commitment refers to a positive emotional relationship between the employees and the organization (Rofiqi, et al. 2019). When the employee wants to maintain his position within the company because of his salary and other benefits, a sustainable engagement occurs. One of indicator sustainable commitment is fear of losing something if leave the organization and better social security (Harahap, et al. 2016). Normative commitment reflects a sense of obligation to work within the company as it ought to be. (Indarti, Solimun, Fernandes, & Hakim, 2017).

The cadre's commitment is necessary to achieve the goal of increasing the participation of toddler's mothers to the integrated service post. This goal means performance of cadres. Organizational commitment is the desire coming from the organizational members to permanently maintain their membership in the organization and be ready to work hard to achieve organizational goals (Sopiah, 2008). Good organizational climate will be able to influence employees attitude and mindset (Affandi, et al. 2018). Organizational commitment includes an understanding of commitment, loyalty, and faith in the ideals of the company. The organization has an significant role to play in growing the personal contribution to making sure the employee is encouraged and happy with his or her work (Eliyana, et al. 2012). The commitment comes from the desire for complete task and the obligation of the workers. (Sumardi & Fernandes, 2018). Commitment becomes important as the cadres volunteer. Hence, the study is necessary to identify the most important type of commitment cadres have that affected their performance. The aim of this study was to analyze the relationship between commitment and performance in order to increase the participation of the mothers of infants in the integrated service post.

## METHODS

### Research Design, Population, Samples, and Variables

This was an analytic observational study with cross sectional design. The study was conducted from November 2015 to May 2016 at the Integrated Service Post of Sidotopo Wetan Area. Sidotopo Wetan is an urban area. The percentage of participation of mothers to bring their toddlers to integrated service post in Sidotopo Wetan was categorized as low. The population was all cadres at the Integrated Service Post of Sidotopo Wetan Area with criteria of low mother participation and minimum 3 months of work. The samples were taken using simple random sampling, and the results involved 76 cadres. The data collection was performed using the questionnaire that had been validated and whose reliability had been proven.

### Research Procedures and Analysis

The statistical analysis used chi-square to observe the association between affective, sustainable, and normative commitment as the independent variable and the performance variable as the dependent variable. The performance assessment was measured using a score of performance quantity based on job function of before, during, and after integrated service post day. The assessment was conducted for three months. There were 45 questions with a score of 1 if the cadre did his job, and 0 if the cadre did not. The sum of all the questions was 45. The category of performance was divided into two, poor performance (1-30) and good performance (31-45).

For commitment, there were three types, affective, sustainable, and normative. Each type of commitment was measured with two questions. Every response was divided into six categories: very much disagree (score 1); strongly disagree (score 2); disagree (score 3); agree (score 4); strongly agree (score 5); very much agree (score 6). The result was calculated by scoring each question then categorized into three groups of high commitment, moderate commitment, and low commitment.

## RESULTS

The characteristics were age, educational level, and duration of working as cadres. The majority of the participants were in the age range of 35 – 55 (77.6%). Most of them had an educational level of senior high school and a working duration of 5 – 9 years as a cadre. **Table 1** shows that cadres have high affective commitment, 55.3%, and nobody had low affective commitment during his or her work as a cadre. The majority of the cadres showed moderate sustainable commitment, 76.3%, while low sustainable commitment in the cadre was 1.3%. The cadres were in the moderate

**Table 1.** Categories of Affective, Sustainable, Normative Commitment, and Performance in the Cadre of Integrated Service Post

Variables	n	%
<b>Affective Commitment</b>		
a. Low	0	0
b. Moderate	34	44.7
c. High	42	55.3
Total	76	100
<b>Sustainable Commitment</b>		
a. Low	1	1.3
b. Moderate	58	76.3
c. High	17	22.4
Total	76	100
<b>Normative Commitment</b>		
a. Low	0	0
b. Moderate	48	63.2
c. High	28	36.8
Total	76	100
<b>Performance</b>		
a. Poor	6	7.9
b. Good	70	92.1
c. Total	76	100

**Table 2.** Relationship between Affective, Sustainable, Normative Commitment and Performance in the Cadre of Integrated Service Post

Variables	n	%
<b>Affective Commitment</b>		
a. Low	0	0
b. Moderate	34	44.7
c. High	42	55.3
Total	76	100
<b>Sustainable Commitment</b>		
a. Low	1	1.3
b. Moderate	58	76.3
c. High	17	22.4
Total	76	100
<b>Normative Commitment</b>		
a. Low	0	0
b. Moderate	48	63.2
c. High	28	36.8
Total	76	100
<b>Performance</b>		
a. Poor	6	7.9
b. Good	70	92.1
c. Total	76	100

normative commitment, 63.2%, and nobody had low normative commitment.

The results of research are in **Table 2**. The cadres had moderate affective commitment with good performance, while 88.1% had high affective commitment with good performance also. The p-value from chi-square was  $0.22 > 0.05$ , indicating there was no association between affective commitment and performance. The cadres had good performance with moderate sustainable commitment. Only a cadre (100%) had poor performance with low sustainable commitment, while 82.4% of the cadres had good performance with high sustainable performance. The p-value  $0.00 < 0.05$  implied there was a connection between sustainable commitment and the performance of the cadre.

The majority of the participants (93.8%) had moderate normative commitment with good performance, while 89.3% showed good performance with high normative performance. The result of p-value

( $0.66 > 0.05$ ) indicated there was no association between normative commitment and performance.

## DISCUSSION

Based on the results, not all of the components of commitment (affective, sustainable, and normative) was associated with performance of cadres at Integrated Service Post. Only sustainable commitment was associated with performance of the cadres. Based on the statistical test, affective commitment and normative commitments were not connected, since the p value ( $p=0.22$ ;  $p=0.66$ ) was more than  $\alpha$  (0.05). Sustainable commitment was associated with performance of the cadres of Integrated Service Post with  $p = 0.00$ , p value  $< 0.05$  indicated a statistical association.

There was a difference result with research conducted in the banking sector of Lahore; sustainable commitment was associated to performance. However, normative and affective commitment showed a relationship with performance (Hafiz, 2017). The difference may be due to the difference of salary system. This became more interesting since the cadre was working as a volunteer. Working with principal of empowerment from, by, and for the community, the cadre attempted to run the integrated service post activities. Every month, the cadres stated they lacked only transportation money. The employee who had the primary relationship with the organization was based on sustainable commitment as they felt it was necessary to do it (Meyer & Allen, 1991).

Another study showed similar result. Affective commitment and normative commitment were not associated with performance (Somers & Birnbaum, 1998). There was no association between affective commitment and performance in managers (Nehmeh, 2009). Thus, it could be concluded that the relationship between affective commitment and performance was not very strong and also had no effect on performance. Sustainable commitment arises if employees remain in an organizational because of other advantages (Sopiah, 2008). The majority of cadres in Integrated Service Post assumed that being a cadre were a need and desire. This was evidenced that the old cadres continue to work at the Integrated Service Post. In addition, it may be because of the need of other factors causing cadres remain that was the incentive. This incentive is transportation money. Each month, cadres got incentives from Sidotopo Wetan Primary Health Care. The amount of the incentive was not too much, but related important for cadres. They were cadres more excited when given incentives. Other research shows that implemented incentives have significant impact on work performance (Wickramasinghe & Dabere, 2012).

Affective commitment is developed when employees want to be part of the organization because of the emotional attachment (Sopiah, 2008). The majority of

cadres considered emotional attachment not too strong with the Integrated Service Post. Not all cadres felt proud and considered that the Integrated Service Post was important. However, cadres showed a good performance with gathering support from stakeholder. Before implementation of Integrated Service Post, cadres gave information at the home of mother of a toddler. This was done to make the toddlers' mothers' participation increased to scaled into Integrated Service Post.

Normative commitment is the realization that the commitment to the organization is supposed to do or obligations that must be given to the organization. This research result showed that the level of normative commitment was moderate. This showed that the majority of cadres agreed the task becomes responsible cadres. The existence of a normative commitment was not adequate to made cadres did a good performance.

Therefore, the commitment of affective and normative employees might have positive effects for the organization, even though most were not very high. Furthermore, at the time of the change in the organization, the manager had to consider employees with affective commitment could be a barrier to change.

This was because the affective commitment employees were committed to a set of values and goals. They would also not be able to tackle common uncertainties, thus, as a result, they might refuse these changes (Nehmeh, 2009). One way to increase organization commitment is to increase interpersonal commitment in the organization (Senen, et al. 2018). There are many factors to associate the performance of cadre. This study was covered only to cadre factors which consisted of affective, normative, and sustainable commitment.

## CONCLUSION

In conclusion, sustainable commitment is associated with a cadre's performance, while affective and normative commitment is not. Thus, sustainable commitment increased the cadre's performance in achieving a higher number of mothers who bring their toddlers to integrated service post.

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