

The Influence of Individual Characteristics and Organizational Characteristics on the Performance of Family Companion Cadres at the Population Control and Family Planning Service (DPPKB) of Bandung City, West Java Province

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Abstract

This research is generally to find out and test empirically in finding facts, and to scientifically examine (1) How big is the influence of individual characteristics on cadre performance, (2) how big is the influence of organizational characteristics on cadre performance, (3) how big is the influence of individual characteristics and organizational characteristics on cadre performance. The method used in this study is a quantitative descriptive method using data analysis techniques used to discuss the problems in this study, namely the Structural Equation Model (SEM) to prove the influence of individual characteristics and organizational characteristics on the performance of family companions. Based on the results of the analysis and discussion of the research conducted, it can be concluded that: (1) descriptively, the influence of cadre characteristics on the performance of family companion cadres in the Bandung City area is a variable of 0.883 or 88.3%, so the error for this model is 0.117 or 11.7% which is caused by variables outside the research, (2), the influence of cadre characteristics on the performance of family companion cadres in the Bandung City area is a variable of 0.883 or 88.3%, so the error for this model is 0.117 or 11.7% which is caused by variables outside the research, (3) the influence of organizational characteristics on the performance of family companion cadres in the Bandung City area, namely self-concept characteristics (X_{2-3}) is 0.156, with the magnitude of the influence in predicting the organizational characteristics variable X_2 being 15.6%, and the error in characterizing it is 88.8%. Meanwhile, the one with the smallest path coefficient is the skill characteristic (X_{2-5}), namely 0.030, so that the magnitude of the influence in predicting the cadre performance variable X_2 is 3.0%.

Keywords: Individual Characteristics, Organizational Characteristics, Cadre Performance

INTRODUCTION

Indonesia is one of the countries experiencing the triple burden of malnutrition, experiencing malnutrition, and causing death. Data on infant mortality in West Java in 2023 based on domicile (AD) in MPDN as many as 5234 cases of death with a ratio of 6,410 / 1000 KH and in 2023 cases of death as many as 1940 cases. Indonesia is among the top five countries with the highest prevalence of stunting in Asia-Africa, with a total of approximately 9 million children affected from a population of 24.5 million. This prevalence from 2023 to 2018 was still above the threshold set by WHO, which is 20%. In 2023, 2010, and 2020, it reached 36.8%, 35.6%, 37.2%, and 39.9% respectively and in 2018 it was 30.8% (UNICEF, 2023).

Based on information from the World Health Organization (WHO), which estimates the overall average prevalence of children under five was 22%, or 149.2 million people, in 2020. Efforts to accelerate stunting reduction in Indonesia are strengthened through various national regulations, one of which is Presidential Regulation No. 72 of 2021, which establishes a national framework based on strengthening governance, cross-sectoral coordination, improving service quality, and optimizing the role of family support cadres. This regulation

emphasizes that the success of the program depends on the effectiveness of the organizational behavior of implementers in the field, such as discipline, responsibility, coordination, communication, and work commitment. Individual contributions within family support organizations are a factor in the implementation of stunting policies at the community level.

Presidential Regulation No. 12 of 2021 concerning the National Action Plan for Sustainable Development (RAN PASTI) adds a strategic foundation through specific and sensitive interventions that emphasize strengthening systems, institutions, and the quality of human resources. RAN PASTI requires the presence of cadres and program implementers who understand their duties, have the ability to collaborate, and are committed to organizational goals. The emphasis on governance and human resource development demonstrates that the organizational behavior of cadres is a critical focus in ensuring the successful implementation of the national stunting reduction policy.

Behavioral change skills need to be carried out together with interpersonal communication skills, collaboratively with the ability to explore the reasons for behavior and its obstacles so that changes can occur and/or maintain healthy behavior and lifestyles, it is necessary to modify the capacity building of cadres with a behavior-based education model. (Muslihah et al 2022). Previous research shows that *stunting* in children is caused by chronic malnutrition, repeated infections, and lack of psychosocial stimulation (Habimana et al., 2023; Mwita et al., 2023). This shows that *stunting* is not only related to nutritional problems, but is also influenced by the environment and Integrated interventions, such as nutrition programs that include services for mothers, have been identified as important in reducing *stunting*. (Siswati et al 2022).

The Indonesian government continues to focus on an integrated program to accelerate stunting reduction through a multisectoral approach and program convergence, including the designation of 12 priority provinces with high stunting prevalence and/or high numbers of stunted toddlers, to accelerate the achievement of the stunting prevalence target of 14% by 2023 as stipulated in the 2020–2023 National Medium-Term Development Plan (RPJMN). These interventions include various specific and sensitive nutrition interventions implemented in a coordinated manner across central and regional government sectors and development partners to address both direct and indirect causes of stunting. The results of an initial study using a qualitative approach identified a major problem in the role of cadres as family companions in addressing stunting.

Government programs aimed at reducing *stunting rates* will not be successful if predisposing factors, supporting factors and reinforcing factors are not implemented as well as policies to reduce *stunting*. (Siswati et al 2022). One of the policies established by the Governor of West Java on May 17, 2023 Number: 88/ks.01.01/Kesra concerning the implementation of the Joint Movement for *stunting literacy*, immunization, DHF prevention and TB control and Jamillah (Maintain a clean and healthy environment for pregnant women) with Clean and Healthy Living Behavior (PHBS) but this is still not effective.

The National Population and Family Planning Agency (BKKBN) as *the leading sector* in accelerating *stunting reduction* has formed a family support team (TPK) consisting of midwives/health workers, Family Planning Field Officers (PLKB), Family Empowerment and Welfare Movement Team (TPPKK), and Family Planning (KB) cadres, as well as village midwives. One of the acceleration of *stunting reduction* is changes in individual or community health influenced by the main factors of Lawrence W. Green's theory, which states that human behavior is influenced by behavioral causes (*behavioral causes*), and non-behavioral factors (*non-behavioral causes*). Behavioral causes are formed from driving factors (*predisposing*) such as knowledge and attitudes. Enabling factors (*enabling*) such as facilities and infrastructure and health services, while reinforcing factors (*reinforcing*) such as policies and support from community leaders. (Lestari 2015 dalam Priyoto 2018).

According to Stephen P. Robbins, especially in the *Organizational Behavior editions* (such as the 18th edition in 2020 and the 19th Global Edition around 2021-2025), performance is defined as the result of the interaction between ability, motivation, and opportunity, formulated as $Performance = f(A \times M \times O)$. This concept is applied to cadres (such as posyandu cadres in Indonesia) through individual performance dimensions, including quantity, quality, timeliness, effectiveness, independence, and work commitment. There is no new "cadre performance" theory from Robbins post-2020, but rather an adaptation of general organizational behavior theory influenced by factors such as knowledge, motivation, training, and organizational support. The dimensions of performance according to Robbins include the quantity of work results (production *output*), quality (customer or beneficiary satisfaction), and timeliness (coordination with deadlines). Effectiveness emphasizes the optimal use of resources (human resources, technology, funds) to achieve goals, while initiative measures the willingness to proactively take on new responsibilities (Management et al., 2021). Work commitment reflects dedication to organizational values, which is crucial for cadres in the context of community services such as integrated health posts (Posyandu). Based on the description of the phenomena and problems described above, the researcher is interested in analyzing " **The Influence of Individual and Organizational Characteristics on the Performance of Family Companion Cadres at the Population and Family Planning Control Office (DPPKB) in Bandung City, West Java Province.**"

METHOD

The research method used is an explanatory survey method with a quantitative approach. This method was chosen based on the opinion of Singarimbun & Effendi (1997:2) that an explanatory survey method not only explains or describes empirical facts encountered in the field but also explains the analysis of both partial and simultaneous influences between the variables that are the focus of the research. This study has two variables, namely Individual Characteristics, Organizational Characteristics as variables (X) and Organizational Behavior Towards Family Companion Cadres as variables (Y) which can be explained in the following table:

Table 1 Operational Variables of Individual Characteristics and Organizational Characteristics on Organizational Performance

Variables	Aspect	1. Indicator	2. Item
Individual Characteristics (X1)	Ability	1. Intellectual abilities:	
		a. thinking ability	5
		b. analyze	6
		c. solve the problem.	7
		2. Physical abilities:	
		a. stamina,	8
	b. strength,	9	
	c. work resilience.	10	
	Personality	1. <i>Openness</i>	11
		2. <i>Conscientiousness</i>	12
3. <i>Extraversion</i>			
4. <i>Agreeableness</i>		13	
5. <i>Neuroticism</i>		14	
Attitude	1. Job satisfaction	16	
	2. Organizational commitment	17	
	3. Work engagement	18	
Chance	1. Direction intensity	19	
	2. work behavior persistence	20	
Organizational structure	1. Division of labor pattern,	21	

Variables	Aspect	1. Indicator	2. Item
Characteristics of Organization (X2)		2. authority, and 3. responsibilities in the organization	22 23
	Job Specialization	The level of division of tasks into more specific jobs	24
	Departmentalization	Job grouping based on: 1. function, 2. product, 3. region,	25 26 27
	Chain of Command	The line of authority from the highest leadership to the lowest level.	28
	Span of Control	The number of subordinates that can be effectively supervised by a leader.	29
	Centralization and Decentralization	The level of centralized or distributed decision making.	30
	Formalization	1. Rule level 2. procedure 3. written policies in the organization	31 32 33
Cadre Performance (Y)	1. <i>Ability</i>	1. intellectual ability 2. physical ability	34 35
	2. <i>Motivation</i>	1. motivation for needs 2. motivation for achievement 3. motivation for power	36 37 38
	3. <i>Opportunity</i>	1. organizational support, 2. work facilities, and 3. work system	39 40 41

Source: Stephen P. Robins (2024)

The population in this study is all family companion cadres in Bandung City, totaling 930 family companion cadres. The sampling technique that will be carried out by the researcher is random or random, namely sampling is done randomly. The technical operation is that all members of the population who are respondents in the study are given codes and names to facilitate their selection by drawing lots. The size of the sample used as respondents in this study is 94 cadres spread across Bandung City. Data collection techniques in this study are through questionnaires and documentation studies. Model and hypothesis testing uses SEM analysis. In testing the model using SEM (Structural Equation Modeling).

RESULTS AND DISCUSSION

Structural Equation Model Analysis

As explained in the previous chapter, to determine whether there is a significant influence of the cadre performance variable and cadre performance on cadre performance, an analysis technique called *the Structural Equation Model* (SEM) can be used. The first step in processing this data is testing the model's suitability. In this data processing, there are three constructs: cadre performance and cadre performance variables, which are used as exogenous latent variables, while cadre performance is used as an endogenous latent variable.

Based on the structural model, data evaluation is performed. This data evaluation is carried out to determine whether the data to be analyzed using the structured model meets the specified requirements. In a structured model, the parameter estimates generated through SEM analysis are expected to be the best estimates, namely having unbiased properties and minimum variance. This data evaluation consists of a model fit test for confirmatory variable analysis, a normality test, an outlier check, and a multicollinearity and singularity test, which are described as follows.

1. Normality Check

Data normality check can be seen from the standardized residual value of the covariance matrix (*Standardized Residual Covariances*). Data is said to be normal if it has a standardized residual value of the covariance matrix in the range of values between -2.58 to 2.58 (or $-2.58 \leq \text{standardized residual} \leq 2.58$), if the opposite applies then the data is not normal. It can be seen in the SEM analysis *output* , the smallest absolute standardized residual value of the covariance matrix is 0.003 [$\text{cov}(X_{2-4}, Y_1)$] while the largest is $|-2.134|$ [$\text{cov}(X_{1-4}, X_{1-2})$]. So it can be concluded that the data analyzed using SEM is **normally distributed** .

2. Outlier Check

Univariate evaluation of outliers can be seen from the Z-score value of each indicator. Data is considered to have outliers if the Z-score value is above ± 3 . The following are the results of a descriptive analysis (minimum and maximum values only) for the research data using SPSS version 17.

Table 2 Summary of Zscore Values of Research Data Indicators

Indicator	Minimum	Maximum
Zscore(X11)	-2.19595	1.82072
Zscore(X12)	-2.41472	1.98615
Zscore(X13)	-2.68854	2.27008
Zscore(X14)	-2.77758	2.22814
Zscore(X21)	-2.39011	2.17212
Zscore(X22)	-2.77678	1.98604
Zscore(X23)	-2.66803	2.00797
Zscore(X24)	-2.20161	2.23013
Zscore(X25)	-2.09452	1.95986
Zscore(X26)	-2.72867	1.91575
Zscore(X27)	-2.71507	1.57712
Zscore(Y1)	-2.67026	2.08843
Zscore(Y2)	-2.60513	2.36219
Zscore(Y3)	-2.89761	2.49291

Source: Data analysis results, 2026

Based on the table above, it can be seen that the Z-score values for the 14 indicators to be analyzed vary widely, with the smallest (negative) value being the Y3 indicator at -2.89761, while the largest (positive) is the Y3 indicator at 2.49291. Thus, the Z-score values for all indicators are still in the range between -3 and 3, so it can be concluded that the data does not have any outliers, so it can be used for further analysis.

3. *Multicollinearity* and *singularity* check

The examination of the presence of *multicollinearity* and *singularity* in SEM analysis can be seen from the determinant value of the covariance matrix. A small sample covariance matrix determinant or close to zero indicates the presence of multicollinearity and singularity. The calculation results obtained a determinant value of the covariance matrix of $4.368e-014$. This value is very small, so it can be concluded that the analyzed data shows no multicollinearity and singularity, so the data can be used for research.

In SEM analysis, the next stage after testing the characteristics of the variables, checking for normality, outliers, *multicollinearity* , and *singularity* is to form a structural model expressed in a theoretical model, namely to conduct a model fit test. The model fit test (*Goodness-of-fit*) is very useful for determining the suitability of the SEM model formed. The hypothesis proposed to determine whether the SEM model is good or not is stated as follows.

H₀: SEM model is good

H₁: SEM model is not good

Based on the structural model that has been created for the influence of cadre performance variables and cadre performance variables on performance, the following presents

several indexes that are used to determine the suitability of the model in the structured equation model analysis.

Table 3 SEM Model Fit Test

Match index	Mark	Cut-off value	Conclusion
Chi-square	213,111	expected to be small	Reject H0 , good model
P-value	0.000	< 0.05	Reject H0 , good model
RMSEA	0.044	< 0.08	Accept H0 , good model
χ^2/df	3,097	> 2.00	Reject H0 , good model
GFI	0.816	0.80 – 0.90	Accept H0 , good model
AGFI	0.721	0.70 – 0.80	Reject H0 , good model
NFI	0.852	0.80 – 0.90	Accept H0 , good model
TLI	0.826	0.80 – 0.90	Accept H0 , good model
CFI	0.913	> 0.90	Accept H0 , good model

Source: Analysis Results Data, 2026

Based on the model fit test in the table above, the following conclusions can be drawn:

1. The Chi-square value (*Discrepancy*) of the SEM model is 213.111 (*P- value* = 0.000).
2. The RMSEA (*Root Mean Square Error Approximation*) value of the SEM model is 0.023. By taking a 95% confidence level, the model is good because it has an RMSEA value greater than the *cut-off value* .
3. χ^2/df (*Discrepancy /df*) value χ of the SEM model is 3,970. By taking a 95% confidence level, this model is good because it has a χ^2/df value close to the *cut-off value* .
4. GFI (*Goodness of fit index*) value is 0.826. Taking a 95% confidence level, the model is considered good because it has a GFI value between 0.80 and 0.90.
5. The AGFI (*Adjusted Goodness of Fit Index*) value of the SEM model is 0.820. Taking a 95% confidence level, this model is good because it has an AGFI value between 0.70 – 0.80.
6. NFI (*Normed fit index*) value is 0.862. Taking a 95% confidence level, the model is considered good because it has an NFI value between 0.80 and 0.90.
7. The TLI (*Tucker-Lewis index*) value of the SEM model is 0.833. Taking a 95% confidence level, the model is good because it has a TLI value between 0.80 – 0.90.
8. The CFI (*Comparative fit index*) value of the SEM model is 0.923. By taking a 95% confidence level, the model is good because it has a CFI value greater than the *cut-off value* .

Of the eight model fit test indices, RMSEA and CFI indicate a good model, while GFI, NFI and TLI indicate a good model, while the other indices still do not meet the minimum requirements for a good model, so that overall it can be said that the SEM model is good by accommodating more than 80% when viewed from its fit index. Therefore, this model is maintained to answer the hypothesis in this study.

Measurement Model Test

The measurement model test of the LISREL program output for each variable is as follows:

Table 4 Summary of Testing the Measurement Model of the Influence of Individual Characteristics and Organizational Characteristics on Cadre Performance

Characterization Model		Factor Weight Coefficient	Standard Error	T- value	Test Results ($t_{0.05} = 1.65$)	Construct Rally ability (R^2)
Latent Variables	Manifest Variables					
Individual Characteristics	Ability	0.285	0.091	9.832	Significant	0.081
	Personality	0.275	0.093	8.977	Significant	0.076
	Attitude	0.334	0.085	12.938	Significant	0.111

Characterization Model		Factor Weight Coefficient	Standard Error	T-value	Test Results (t _{0.05} = 1.65)	Construct R ² ability (R ²)
Latent Variables	Manifest Variables					
	Chance	0.091	0.141	2.779	Significant	0.008
Characteristics of Organization	Organizational structure	0.209	0.038	26.504	Significant	0.044
	Job Specialization	0.283	0.048	24.229	Significant	0.080
	Departmentalization	0.395	0.047	21.666	Significant	0.156
	Chain of Command	0.234	0.046	22.490	Significant	0.055
	Span of Control	0.174	0.045	16.960	Significant	0.030
	Centralization and Decentralization	0.329	0.183	6.991	Significant	0.108
	Formalization	0.367	0.074	14.142	Significant	0.134
Cadre performance	Ability	0.283	0.034	36.975	Significant	0.080
	Motivation	0.199	0.030	30.081	Significant	0.040
	Opportunity	0.327	0.016	67.954	Significant	0.107

Source: Analysis Results Data, 2026

Based on the table, it can be concluded that the factor weight coefficient (*Standardized*) of the Measurement Model in this study has a significant path, meaning that all manifest variables can explain each of their latent variables well. The description for each exogenous latent variable is as follows:

1. Exogenous latent variables Cadre performance measured through manifest variables (aspects): ability (X₁₋₁), personality (X₁₋₂), attitude (X₁₋₃), and motivational aspects (X₁₋₄) are appropriate, this is proven by significant test results.
2. Exogenous latent variables Cadre performance measured through manifest variables (aspects): organizational structure aspects (X₂₋₁), work specialization (X₂₋₂), departmentalization (X₂₋₃), chain of command (X₂₋₄) and span of control (X₂₋₅), centralization and decentralization (X₂₋₆) and formalization (X₂₋₇) are appropriate, this is proven by significant test results.
3. The endogenous latent variable of cadre performance measured through manifest variables (principles): aspects of ability (Y₁), motivation (Y₂) and opportunity (Y₃) is appropriate, this is proven by significant test results.

Structural Model Test

Model testing was carried out based on the output of the LISREL program, the results of which are summarized in the following table:

Table 5 Summary of Structural Model Testing of Path Coefficients of Individual Characteristics and Organizational Characteristics on Cadre Performance

Endogenous Latent Variables	Variables Latent Exogenous	Path Coefficient (standardized)	Simple Standard	T _{count} (CR)	Conclusion
Cadre Performance	Individual Characteristics	0.720	0.037	3.879	Significant
	Characteristics of Organization	0.604	0.040	17.223	Significant

Source: Analysis Results Data, 2026

Based on table 4.22 above, it can be concluded that the path coefficient (*standardized*) of the structural model in this study has a significant influence. The indirect causal influence of X₁ (exogenous variable) to Y (endogenous variable) through X₂ (exogenous variable) is not counted as an indirect influence. Likewise, the indirect causal influence for X₁ and X₂ to Y

through other exogenous variables is also not counted as an indirect influence. This is because the relationship between these exogenous variables is only correlative (non-causal). SEM only calculates causal influences. The total influence of exogenous latent variables on endogenous latent variables is in *standardized numbers*.

Table 6 Decomposition of the Influence between Exogenous Latent Variables and Endogenous Latent Variables on Performance

Exogenous Variables	Latent	Causal influence		Total influence	R ²
		Direct	Indirect		
Individual Characteristics		0.720	-	0.518	0.883
Characteristics of Organization		0.604	-	0.365	

Source: Analysis Results Data, 2026

Based on the table above, it can be concluded that the latent variable of organizational characteristics (X1) shows the largest total causal influence on the endogenous latent variable of cadre performance (Y), which is 0.518, while the latent variable of organizational performance (X2) shows a total causal influence on the endogenous latent variable of cadre performance (Y), which is 0.365. With a coefficient of determination of 0.883, this study confirms that improving cadre performance is largely determined by the individual characteristics of the cadre. Therefore, performance improvement strategies are not sufficient only through strengthening the organizational system, but must be focused on developing the internal aspects of the cadre. The practical implication of this finding is the need for a paradigm shift in cadre development from a task-based approach to an approach based on strengthening personal capacity.

Discussion

The Influence of Individual Characteristics (X1) and Organizational Characteristics (X2) on Cadre Performance (Y)

The main structure examined is the extent to which individual and organizational characteristics influence cadre performance. The analytical method used in the hypothesis discussion is the Structural Equation Model (SEM). The results of the Structural Equation Model (SEM) in the path coefficient structure can be seen in the following figure.

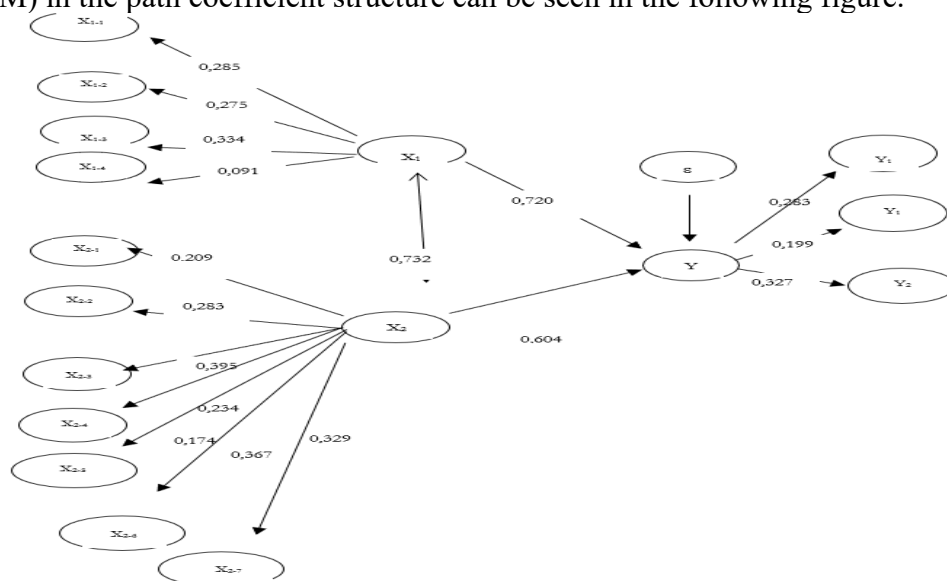


Figure 1 Complete SEM Diagram

Based on the Complete SEM diagram, the magnitude of the path coefficient of Cadre Performance (X_1) and Cadre Performance (X_2) on Cadre Performance (Y) can be written as a structural equation, namely:

$$Y = 0.720X_1 + 0.604X_2 + \epsilon$$

Where :

X_1 = Organizational characteristics

X_2 = Individual characteristics

Y = Cadre performance

ϵ = Epsilon

Based on the structural model, it can be seen that the path coefficient from the exogenous latent variable to the endogenous latent variable is positive. A positive coefficient indicates that organizational and individual characteristics partially improve cadre performance. In the individual characteristics structural model, a one-unit increase in cadre performance will increase cadre performance by 0.720 units. Similarly, organizational characteristics will increase cadre performance by 0.604 units.

With the total influence of both variables at 0.883 or 88.3%, the error for this model is 0.117 or 11.7% caused by variables outside the study. With a coefficient of determination of 0.883, this study confirms that improving cadre performance is largely determined by individual cadre characteristics. Therefore, performance improvement strategies are not sufficient through simply strengthening organizational systems, but must focus on developing cadre internal aspects. The practical implication of this finding is the need for a paradigm shift in cadre development from a task-based approach to an approach based on strengthening personal capacity.

Community health cadres are part of a health service team integrated with the community and have a close social relationship with the community. They utilize formal and informal social networks to disseminate health information, promote healthy lifestyles, and connect the community with various health resources. Through the trust they have built within the community, cadres play a crucial role in providing education, facilitating communication, and strengthening community networks in implementing health programs (Yousefi, 2025). Various studies have shown that cadre performance is influenced by individual, organizational, and social environmental factors, which shape their work behavior in the community.

From an organizational behavior perspective, individual characteristics such as abilities, personality, attitudes, and opportunities are important factors influencing a person's performance within an organization (Robbins & Judge). In the context of community health cadres, individual factors are highly influential because cadres are the spearheads of the implementation of community-based health programs. Furthermore, organizational characteristics such as organizational structure, coordination patterns, communication, and decision-making mechanisms also determine the effectiveness of program implementation. According to Daft, organizations with a more decentralized system tend to provide broader participation space for members to innovate and make decisions in the field. On the other hand, Green's PRECEDE-PROCEED model emphasizes that knowledge is a crucial factor influencing health behavior, so cadres who have good knowledge of health programs, including stunting prevention, will be more effective in providing education and assistance to the community.

In addition to individual factors and organizational structure, organizational culture also plays a significant role in influencing cadre performance. Organizational culture reflects the values, norms, and work habits that develop within an organization, influencing the way members work and interact (Schein). In public service organizations, a collaborative, participatory, and communicative work culture can increase the effectiveness of program

implementation. Research observations indicate that cadres often demonstrate high initiative in providing family assistance, reflecting a work culture that supports social responsibility and commitment to community service. Therefore, this study integrates individual characteristics, organizational characteristics, cadre knowledge, and organizational culture into a single conceptual model to explain the performance of family assistance cadres in stunting prevention efforts.

The Influence of Individual Characteristics (X₁) on Cadre Performance (Y)

confirmatory analysis factor model, the magnitude of the influence of the latent variable, the individual characteristic variable X₁, which is predicted by the ability aspect (X₁₋₁), personality (X₁₋₂), attitude (X₁₋₃), and motivation aspect (X₁₋₄) can be described as follows:

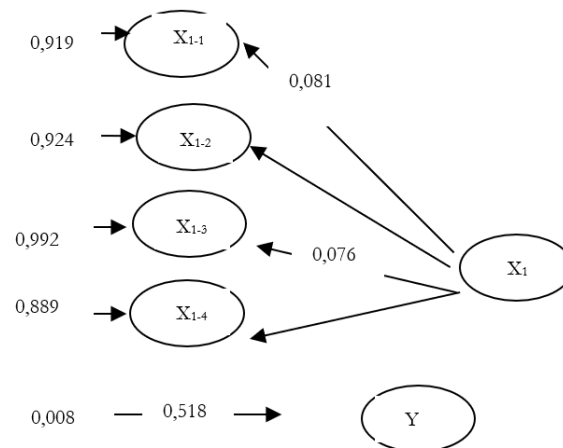


Figure 2 The magnitude of the influence of the latent variable Individual Characteristics (X₁)

From the model and figure above, it can be seen that the aspect with the largest path coefficient (*standardized*) is the attitude aspect (X₁₋₃) of 0.111, with a magnitude of influence in predicting the individual characteristic variable X₁ of 11.1%, and a characteristic error of 88.9%. Meanwhile, the one with the smallest path coefficient is the motivation aspect (X₁₋₄) of 0.008, so that the magnitude of influence in predicting the individual characteristic variable X₁ is 0.8%, the remaining 99.2% is measurement error. The results of the path coefficient analysis of the *confirmatory factor analysis* (CFA) model shows a significant influence, as shown in table 4.33 above, the *calculated T value* (CR/ *critical ratio*) is all above the required critical value, namely $CR \geq 2$. So it can be concluded that the cadre performance variable can be used to predict the cadre performance variable.

Individual characteristics include abilities, personality, attitudes, and opportunities, all influenced by ability, motivation, and opportunity, as explained in Robbins' performance theory, which states that performance is a function of individual abilities and motivation within an organization. Individuals with higher levels of education and experience tend to have a higher understanding of tasks and are therefore able to work more effectively. Furthermore, Frederick Herzberg's motivational theory, through the Two-Factor Theory, explains that intrinsic factors such as achievement, recognition, and responsibility play a crucial role in improving performance. In the context of health cadres or social organization cadres, intrinsic motivation, such as the desire to help the community, is a key driver of work productivity. Previous research has shown that individual characteristics such as education and training significantly influence the performance of health cadres in the community (Sari et al., 2022; Pratiwi, 2021).

Based on an interview with the Head of the Population Control and Family Planning Agency (DPPKB), it was found that a person's interest or passion in carrying out their duties as a cadre plays a significant role in determining their performance in the field. The Head of the Agency stated that cadres with a strong interest in social activities and community service tend to be more active, responsible, and have a strong commitment to carrying out their duties. This is evident in their involvement in various activities such as family support, health education, and other community service activities.

The Head of the Agency also explained that individual interest is a factor influencing the success of program implementation in the community. Cadres with strong interests typically demonstrate high work ethic, adapt more easily to assigned tasks, and have a desire to continue learning and improving their skills. Conversely, cadres who become cadres solely because of appointment or encouragement from others without any personal interest tend to be less active in carrying out their duties. In the interview, the Head of the Agency stated that:

"Cadre performance is greatly influenced by their interest or fascination with the activities they undertake. Cadres who are genuinely interested in social activities and community service are typically more active in providing family support, attending training, and participating in government programs within the community." (Interview with the Head of the DPPKB Service, 2026).

These findings indicate that interest is an individual characteristic that can influence a person's behavior and performance within an organization. Individuals who are interested in their work will demonstrate higher engagement and stronger motivation in carrying out their duties. This aligns with Robbins and Judge's (2023) findings, which state that individual characteristics such as interest, attitude, and personality can influence a person's work behavior and performance within an organization.

Thus, based on the results of interviews with the Head of Service and the support of existing theories, it can be concluded that individual interest is an important factor in individual characteristics that can influence the level of performance of cadres in carrying out mentoring and service tasks to the community.

The Influence of Organizational Characteristics (X₂) on Cadre Performance (Y)

confirmatory analysis factor model, the magnitude of the influence of the latent variables Cadre performance X₂ predicted by aspects of organizational structure (X₂₋₁), work specialization (X₂₋₂), departmentalization (X₂₋₃), chain of command (X₂₋₄) and span of control (X₂₋₅), centralization and decentralization (X₂₋₆) and formalization (X₂₋₇) can be described as follows:

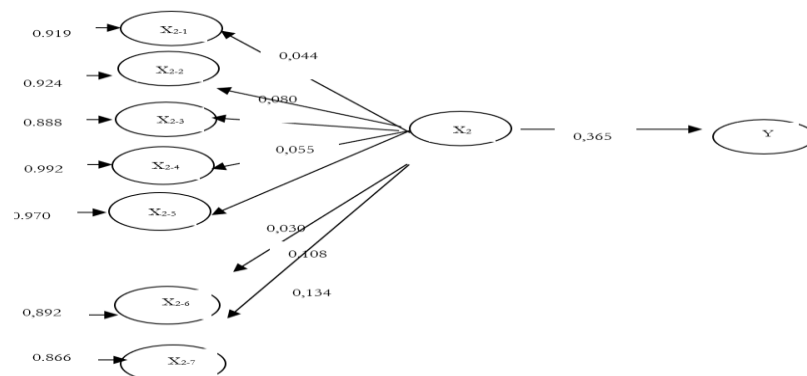


Figure 3 The magnitude of the influence of the latent variable X₂ on cadre performance

From the characterization model and the figure above, it can be seen that the characteristic with the largest path coefficient (*standardized*) is the Departmentalization characteristic (x₂₋₃) of 0.156, with a magnitude of influence in predicting the organizational characteristic variable X₂ of 15.6%, and a characteristic error of 88.8%. Meanwhile, the one

with the smallest path coefficient is the skill characteristic (x_{2-5}) of 0.030, so that the magnitude of influence in predicting the cadre performance variable X_2 is 3.0%, the remaining 97.0% is measurement error. The results of the path coefficient analysis of the *confirmatory factor analysis* (CFA) model shows a significant influence, as shown in table 4.33 above, the calculated T_{value} (CR/ *critical ratio*) is all above the required critical value, namely $CR \geq 2$. So it can be concluded that the organizational characteristics variable can be used to predict the cadre performance variable.

Based on an interview with the Head of the Population and Family Planning Control Agency (DPPKB), the success of the population control and family development program is greatly influenced by the organizational characteristics applied in the work environment. The organization encourages innovation in program implementation, for example through new approaches to outreach activities, family mentoring, and the use of information technology to disseminate information to the community. In its implementation, officers and cadres are also encouraged to dare to try new methods despite the risks, as this is seen as part of the effort to find more effective ways to provide services to the community.

In addition to innovation, the organization also emphasizes the importance of thoroughness in program implementation. This is evident in the careful and structured attention to family data collection, recording of cadre activities, and program reporting to local governments. The organization is also results-oriented by setting various program targets, such as increasing family planning participants, reducing stunting rates, and improving family quality. To achieve these targets, all employees and cadres are encouraged to work optimally so that the program is not only implemented as an activity but also delivers tangible results for the community.

On the other hand, the organization also demonstrates a people- and team-oriented approach to program implementation. The DPPKB provides guidance, training, and moral support to employees, extension workers, and cadres to maintain motivation in carrying out their duties in the community. Program success also relies heavily on strong cooperation among team members, making coordination and communication crucial. Furthermore, high morale and organizational stability in adhering to government policies and maintaining well-established work systems contribute to the sustainability of program implementation. These findings align with Robbins and Judge (2023) who stated that dimensions of organizational culture, such as innovation, attention to detail, results orientation, people and team orientation, aggressiveness, and stability, can influence the effectiveness of achieving organizational goals.

CONCLUSION

Based on the research results, it can be concluded that cadre characteristics influence the performance of family support cadres in the Bandung City area. This influence is reflected in several main factors that shape the individual characteristics of cadres, namely ability, personality, attitude, and opportunities in carrying out their duties. Cadres who have good abilities, a positive attitude towards work, and adequate opportunities to participate in organizational activities tend to show more optimal performance in carrying out family support and providing education to the community. In addition, organizational characteristics have also been shown to influence the performance of family support cadres in the Bandung City area. Organizational factors such as work systems, coordination patterns, communication, and organizational support contribute to creating a work environment that supports the effectiveness of cadre task implementation in the field. Organizations that are able to create a clear work system, provide coaching support, and encourage teamwork will help improve work enthusiasm and the effectiveness of cadre performance in implementing family support programs. The analysis results also show that the cadre characteristics variable has the largest total causal influence on the endogenous latent variable of cadre performance (Y), namely

0.518. Meanwhile, the organizational characteristics variable (X2) shows a total causal influence on cadre performance of 0.365. The coefficient of determination (R^2) value of 0.883 indicates that the cadre characteristics and organizational characteristics variables together are able to explain 88.3% of the variation in the performance of family companion cadres. This indicates that both variables have a very strong role in determining the level of cadre performance, while the remaining 11.7% is influenced by other factors outside the research model.

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