

Organizational Performance Development Strategy of Family Planning Extension Centre

Fajar Adi^A, Pudji Muljono^B, Muhammad Rizal Martua Damanik^C,
E. Oos M. Anwas^D

Abstract

Decentralization policies in Indonesia show results that are not in line with what is expected and can have an impact on organizational performance. This study aims to analyze the relationship between the effectiveness of organizational communication with the organizational performance of the Family Planning (FP) extension center, and formulate a strategy for developing the performance of the family planning extension center through the effectiveness of organizational communication. This research is a quantitative-research using statistical analysis and survey design. Sampling using stratified random sampling technique with a total sample of 430 samples. Spearman Rank correlation analysis was used to test the hypothesis of the relationship between two variables. There is a fairly strong correlation and a strong correlation between the indicators of organizational communication effectiveness in the FP extension center with the organizational performance indicators of the FP extension center, based on this, a strategy for developing the organizational performance of the FP extension center can be formulated through indicators of the effectiveness of organizational communication. At the practical level, the results of this study have implications for policy makers to pay attention to indicators that are strongly correlated with the relationship between the effectiveness of organizational communication and the performance of FP extension center.

Keywords: *Communication Effectiveness, Development Strategy, Extension Center, Family Planning, Organizational Performance.*

INTRODUCTION

Decentralization policy in general in Indonesia shows results that have not been in accordance with what was expected, one of which is shown by the decentralization of public services that are less than optimal [1]. Study [2], shows that decentralization in the era of regional autonomy brought changes in authority and organizational structure as well as hierarchical working relationships between the central National

^ADoctoral Program in Development Communication Science of Agricultural and Rural, Faculty of Human Ecology, IPB University, Bogor, Indonesia, Email: fajar.fajar@apps.ipb.ac.id

^BDepartment of Community Development and Communication Science, Faculty of Human Ecology, IPB University, Bogor, Indonesia

^CDeputy of Training, Research and Development, National Population and Family Planning Board, Republic of Indonesia

^DResearch Center of Education, National Research and Innovation Agency, Republic of Indonesia

Population and Family Planning Board (BKKBN) and the administrator of Family Planning (FP) extension center. This change in decentralization policy can cause barriers, so it is necessary to build good relations vertically between the central government and local governments, and also horizontally within local government organizations, through the principle of organizational communication [3]. Based on this, organizational communication at the FP extension center can determine the success of the decentralization policy in the FP Program. Study [4] said that FP Program as a cost-saving preventive health service.

Decentralization policies can also have an impact on organizational performance [5]. In the FP extension center organization, organizational performance cannot occur alone, in other words, to achieve maximum FP extension center organizational performance, each FP extension center organization must try to meet its goals by utilizing the resources it has. A previous study [6], said that organizational performance is achieved if tasks or work are carried out effectively and efficiently by individuals who are members of the organization. Organizational performance indicators, consist of productivity, service quality, responsiveness, responsibility, and accountability [7].

Several studies show that one important aspect of organizational communication is the effectiveness of organizational communication [8], [9], [10], [11]. The effectiveness of communication within the organization plays an important role in achieving organizational performance. The effectiveness of organizational communication is something that shows the quality of achieving the desired results and communication activities in an organization [11]. The determinants of communication effectiveness that can affect organizational performance include knowledge from organizational members, accuracy, and willingness to accept and respect each other [12], organizational communication flows [13], communication media, understanding from organizational members and interaction of organizational members [14], and willingness to resolve conflicts in organizations [15]. In contrast to that studies, this study fills a gap in the formation of communication effectiveness that focuses on aspects of the same understanding, the influence of attitudes, actions, openness and equality that shape the effectiveness of organizational communication in the development of organizational performance of FP extension center.

Previous research from [16] clearly prove that there is a positive and significant influence of communication effectiveness variables on the individual performance of state civil apparatus. Study [17] found that communication effectiveness has an impact on individual performance. Study [18], found that the effectiveness of communication and motivation together have a significant and simultaneous effect on individual employee performance. Recent findings that state the effect of communication effectiveness on performance, shown by the results of research [19] which states that the effectiveness of communication between principals and teachers must always be maintained in order to improve performance.

This research was conducted in Cianjur Regency and Indramayu Regency, aimed to analyze the relationship between the effectiveness of organizational communication with the performance of the FP extension center, and formulate a strategy for developing the performance of the FP extension center through the effectiveness of organizational communication. The consideration of choosing the research site, because the local governments of Cianjur Regency and Indramayu Regency show high commitment to the family planning program, is shown by the availability of family planning extension centers in all sub-districts.

METHOD

This research is quantitative research supported by available secondary data. Quantitative research is research that describes or explains a problem whose results can be generalized [20]. This study used statistical analysis and survey design, with a time horizon once in a period (cross sectional studies) conducted based on primary data using instruments and supported by available secondary data. The population of FP field line staff in Cianjur Regency spread across from 5 location of FP extension centers is 525 people and in Indramayu Regency spread across 5 location FP extension centers is 405 people, so the total population of FP field line staff is 930 people. Field line staff sampling techniques use stratified random sampling techniques. The total samples in this study were 430 samples, with details of 228 samples of field line staff in Cianjur Regency and 202 samples from field line staff in Indramayu Regency.

Primary data collection carried out from January to June 2023, obtained through questionnaire instruments. The questionnaire instrument trial was carried out on 30 field line staffs at the FP extension center located in Cianjur Regency in November 2022. Data analysis uses the Partial Least Square-Structural Equation Model (PLS SEM) which aims to test several dependent relationships partially and simultaneously, as well as Spearman Rank correlation analysis, also called ρ Spearman, which is used to test the hypothesis of the relationship between two variables.

Based on the results of validity and reliability tests, it is known that this research instrument is generally valid and reliable. The value of instrument validity is in the range of 0.417 to 0.997 (significant in α 0.05 and 0.01), meaning that the measuring instrument used is valid or trusted to measure the variables used in this study. The reliability value also indicates a reliable value, this is indicated by Cronbach's alpha value that exceeds the minimum value set at 0.600, which is in the range of 0.627 to 0.996, which means that this research instrument is reliable. Thus all variables on the research instrument show valid and reliable results, meaning that the instrument can be used further to obtain precise and accurate field data.

RESULTS AND DISCUSSION

The importance of developing organizational performance, so that the organization obtains the right data for the organizational planning process. Study [21] revealed that, public organizations need to measure

performance as part of performance development, in order to help improve the quality of resource allocation and other managerial decisions, and can provide a basis for planning for the organization, as well as monitor and control planning. In addition, performance measurement is also very important to increase accountability, and is able to provide a systematic basis for assessing and motivating organizational members to continue to achieve organizational productivity.

Structural model analysis with PLS-SEM analysis using SmartPLS 3.0 software has produced a structural model of organizational performance development of FP extension centers. Referring to the results of the PLS-SEM analysis, it is partially and simultaneously known that the determining factor that can affect the organizational performance of the FP extension center is the effectiveness of organizational communication in the FP extension center. The effectiveness of organizational communication in the FP extension center on the organizational performance of the FP extension center can be written in the form of the following equation: Organizational performance of FP extension center = (0.506 × effectiveness of organizational communication in FP extension center) + error. This model explains that the variable effectiveness of organizational communication in the FP extension center has an influence of 0.506 on the organizational performance of the FP extension center. Based on the t-count value of 7.459 which is greater than the t-table value (1.648), it can be concluded that there is a positive and significant influence on the effectiveness of organizational communication in the FP extension center on the organizational performance of the FP extension center partially.

This finding is in line with the findings of [16] which states that there is a positive and significant influence on communication effectiveness on employee performance partially. The results of this finding are also similar to the findings of [22], which concluded that the effectiveness of leadership organizational communication affects employee performance. This positive and significant influence means that, the better the effectiveness of organizational communication in the FP extension center, the better the organizational performance of the FP extension center, and vice versa if the effectiveness of organizational communication in the FP extension center is lower, the organizational performance of the FP extension center will also be low.

The indicators that form the effectiveness of organizational communication in the FP extension center are the same understanding of messages, attitudes towards communication in the organization, communication actions when carrying out work, openness in communication and equality of communication in the organization. In the organizational performance variables of the FP extension center, it is known that there are indicators of organizational productivity, service quality, responsiveness and responsibility, as well as organizational accountability and cooperation that are established. These indicators are

then tested for the degree of correlation to determine the amount of correlation strength between the indicators of the two variables.

The direction and degree of significance of the relationship between organizational communication effectiveness variables in FP extension centers to organizational performance variables of FP extension centers in this study can be known using Spearman Rank correlation analysis. The level of correlation strength is used to determine the strength of the correlation between indicators. Interval correlation strength is made 5 (five) classes of correlation strength intervals, namely very weak, strong enough, strong, very strong and perfect correlations (Table 1).

Table 1. Determination of Correlation Strength Intervals Between Variables

No	The value of the correlation coefficient	Correlation criteria
1	0.00 – 0.25	Very weak
2	0,26 – 0,50	Strong enough
3	0,51 – 0,75	Strong
4	0,76 – 0,99	Very powerful
5	1,00	Perfect

Correlation between the indicators of organizational communication effectiveness in the FP extension center and the organizational performance indicators of the FP extension center can be explained in Table 2.

Table 2 Matrix correlation of organizational communication effectiveness with organizational performance

Indicators of the effectiveness of organizational communication	Organizational performance indicators of FP extension centers					
	Productivity	Quality of service	Organizational responsiveness	Organizational responsibility	Accountability	Cooperation
Understanding the message	0,441 (0,000**)	0,468 (0,000*)	0,430 (0,000**)	0,450 (0,000**)	0,383 (0,000**)	0,687 (0,000**)
Attitude to communication	0,384 (0,000**)	0,458 (0,000*)	0,417 (0,000**)	0,416 (0,000**)	0,341 (0,000**)	0,741 (0,000**)
Communication actions	0,443 (0,000**)	0,539 (0,000*)	0,468 (0,000**)	0,472 (0,000**)	0,357 (0,000**)	0,661 (0,000**)
Openness of communication	0,440 (0,000**)	0,513 (0,000*)	0,452 (0,000**)	0,419 (0,000**)	0,336 (0,000**)	0,663 (0,000**)
Equality of communication	0,412 (0,000**)	0,513 (0,000*)	0,445 (0,000**)	0,415 (0,000**)	0,366 (0,000**)	0,607 (0,000**)

*significant with $\alpha=0.05$ and **significant with $\alpha=0.01$

Referring to the correlation strength interval in Table 1, it can be said that in general the indicators of organizational communication effectiveness in the FP extension center have a fairly strong correlation (value range: 0.26–0.50) and a strong correlation (value range: 0.51–0.75) with organizational performance indicators of the FP extension center, with significance at $\alpha=0.01$ (Table 2). Based on a fairly strong correlation and a strong correlation of organizational communication effectiveness indicators in FP extension centers to FP extension center organizational performance indicators, a strategy for developing organizational performance of FP extension centers can be formulated through indicators of organizational communication effectiveness, as follows:

1. Increase the same understanding of the message

The same understanding of messages is the essence of communication effectiveness, so that by increasing the same understanding of messages that develop in the organization, it can develop the organizational performance of FP extension centers. Members of the organization at the FP extension center assess the same understanding of messages when communicating within the organization among FP extension center leaders, fellow field line staff, the general public or program targets, partners (midwives, village head, sub-districts head, non-commissioned officer posted in villages and religious affairs office).

The strategy of increasing the same understanding of messages to develop organizational performance can be implemented by FP extension center organizations, one of which is through cooperation between fellow field line personnel. Based on Table 2, it is known that indicators of the same understanding of messages form the effectiveness of organizational communication, have a strong correlation (correlation value: 0.687) with indicators of cooperation that shape organizational performance. Study [23] concluded that there is a very strong correlation between teamwork and employee performance. This confirms that the better the teamwork, the better the performance of employees, which in turn will cumulatively develop organizational performance.

2. Improve attitudes towards communication within the organization

Attitudes towards communication in organizations can shape the effectiveness of organizational communication. Attitudes towards things are formed by two things, namely belief and evaluation [24], so that attitudes towards communication in organizations can be formed based on belief in the attributes of communication in organizations and evaluation of the importance of attributes of communication in organizations. Members of the organization at the FP extension center assess attitudes towards communication within the organization, among FP extension center leaders, fellow field line staff, the general public or program targets, partners (midwives, village head, sub-districts head, non-commissioned officer posted in villages and religious affairs office).

The strategy of improving attitudes towards communication in the organization to develop organizational performance can be implemented by the FP extension center organization, one of which is through cooperation between organizational members and partners. Based on Table 2, it is known that indicators of attitudes towards communication in organizations that form the effectiveness of organizational communication, have a strong correlation (correlation value: 0.741) with indicators of cooperation that form organizational performance. Referring to the attitude model [24], it can be seen that attitudes towards communication in organizations are determined by belief in communication attributes created based on cooperation in organizations and evaluation of the importance of communication attributes derived from cooperation in organizations.

3. Improve communication actions when carrying out work

The act of communication when carrying out work means that field line staff assess that communication that occurs in the FP extension center organization is carried out between field line personnel and FP extension center leaders, fellow field line staff, the general public or program targets, partners (midwives, village head, sub-districts head, non-commissioned officer posted in villages and religious affairs office). According to [25], farmers who have good communication actions are considered farmers who want to implement rice cultivation in accordance with the recommendations of extension workers.

The existence of a strong correlation (correlation value: 0.539) between communication action indicators on organizational communication effectiveness variables with service quality indicators on FP extension center organizational performance variables (Table 2), shows that one of the strategies for developing the organizational performance of FP extension centers is through efforts to improve communication actions when carrying out work on organizational communication efficiency variables. [26], states that communication actions will be effective if there is action between the communicator and the communicant after both communicate.

These results confirm that the quality of service of the FP extension center organization can be improved through communication actions from field line staff to the general public as program targets. Field line staff as communicators convey information to the community as communicants. The community takes action based on the communication of both parties. The community's action is related to the message of the extension program of the FP extension center organization.

4. Increase openness in communication

Openness in communication between field line staff with FP extension center leaders, fellow field line staff, the general public or program targets, partners (midwives, village head, sub-districts head, non-commissioned officer posted in villages and religious affairs office) can create organizational communication effectiveness in FP extension centers. [27], revealed that open communication is the perception of organizational members of information that is considered important to organizational members.

One strategy that can be taken to develop the organizational performance of FP extension centers is through efforts to increase openness in communication. Based on Table 2, there is a strong correlation between indicators of openness in communicating on the variable of organizational communication effectiveness with cooperation indicators (correlation value: 0.663) and service quality indicators (correlation value: 0.513) on the organizational performance variables of FP extension centers. [27], further concluded that there is a relationship between communication openness and employee performance. These results indicate that the better the openness in communication, the better the performance of the organization.

5. Improve equality of communication within the organization

The effectiveness of organizational communication in the FP extension center can also be created by the existence of equal communication in the organization between field line staff and FP extension center leaders, fellow field line staff, the general public or program targets, partners (midwives, village head, sub-districts head, non-commissioned officer posted in villages and religious affairs office).[28], states that equality when giving opinions in organizations can create effective relationships and create a clear and appropriate exchange of information in organizations.

Organizational performance development strategies for FP extension centers, one of which can be prepared through improving communication equality in the organization. Table 2 shows a strong correlation between communication equality indicators in organizations on organizational communication effectiveness variables with cooperation indicators (correlation value: 0.607) and service quality indicators (correlation value: 0.513) on FP extension center organizational performance variables. [29], revealed that equality in health worker communication affects the satisfaction felt by outpatients. The perceived satisfaction indicates satisfaction with the quality of services provided. These results confirm that organizational performance will be better through good communication equality in the organization.

CONCLUSION

In general, indicators of organizational communication effectiveness in FP extension centers have a fairly strong correlation and a strong correlation with organizational performance indicators of FP extension centers. Based on a fairly strong correlation and a strong correlation between the indicators of organizational communication effectiveness in the FP extension center with the organizational performance indicators of the FP extension center, a strategy for developing organizational performance of the FP extension center can be formulated through indicators of organizational communication effectiveness, which focuses on improving the same understanding of messages, attitudes towards communication in organizations, communication actions when carrying out work, openness in communication and equality of communication in organizations.

At the academic level, this study proves that indicators of attitudes towards communication in organizations that shape the effectiveness of organizational communication, have a strong correlation with indicators of cooperation that shape organizational performance. Therefore, more in-depth research is needed, especially about attitudes towards communication in organizations in supporting organizational performance. At the practical level, to develop the organizational performance of the FP extension center based on the effectiveness of organizational communication, policy makers need to pay attention to indicators that are strongly correlated with the relationship between the effectiveness of organizational communication and the performance of the family planning extension center.

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