

# The Planned Change Strategies for Toddler Posyandu in Jakarta in Maximizing Organizational Performance

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**Abstract**-This study reviews how *Posyandu* Melati III, Kemanggisan Sub-region, Palmerah Region, West Jakarta Municipality, was able to recover from adversity due to the economic recession in 1997, and became the best *posyandu* at the national level in 2006. Absolutely, in Indonesia, *posyandu* is quite an important topic because of its suitability to the vision and mission of the Millennium Development Goals, especially points related to improving maternal health and reducing child mortality on an international scale. Therefore, this research uses the Theory of Planned Change Strategy in organizations proposed by Kast & Rosenzweig, and this theory is universal because it can be used in profit and non-profit organizations. Methodologically, this study uses a combination of documentation studies and in-depth interviews. Meanwhile, to support the in-depth interview method, informants were selected by using two informant selection methods, namely theoretical sampling (for *posyandu* administrators) and snowball sampling (for *posyandu* cadres). The findings show that the Planned Change Strategies implemented at *Posyandu* Melati III were indeed successful not only in strengthening consolidation between *posyandu* cadres, but also in improving *posyandu* performance significantly at the national level. In short, although this study is not new research, certain points relate to the Sustainable Development Goals themes, especially the point of a healthy and prosperous life (good health and well-being) and the point of reduced inequalities, especially related to methods of community involvement and organizational structure.

**Keywords:** Anomalies; Child Health; Maternal Health; Posyandu; Planning Changes

## 1. INTRODUCTION

*Posyandu* is a health institution that is usually intended for toddlers and children, and plays an active role as an extension of the health center institution. Procedurally, *posyandu* provides several comprehensive services to toddlers, such as weighing, measuring height, immunization, providing additional food, and giving counseling about the importance of health and nutrition. In general, *posyandu* activities are routinely held once a month to ensure the proper development and growth of toddlers (Lubis et al., 2025).

In Indonesia, the discussion about *posyandu* cannot be separated from the Millennium Development Goals (MDGs), and several pieces of literature related to this matter explain that the *posyandu* institution is an inseparable part of the realization of the MDGs. Some of the MDG goals related to the *posyandu* in Indonesia include improving maternal health and reducing child mortality (Gibraltar, 2008; Pertiwi & Harmawan, 2022).

The history of the emergence of the MDGs in the world begins with the agreement of state leaders regarding several things in the international context to create an ideal world, free from hunger, poverty, and disease, and can provide better life opportunities for humans, better education, create a healthier environment, and equal rights for women. In general, the MDG targets in 2006 include creating a global alliance capable of supporting development, ensuring the use of natural resources that do not harm the environment, improving the quality of maternal health, reducing child mortality, supporting gender equality and women's empowerment, achieving universal primary education, fighting HIV AIDS, Malaria, and various other diseases, and reducing extreme poverty and hunger (Gibraltar, 2008; Sari, 2024).

However, nowadays, the Millennium Development Goals have changed to Sustainable Development Goals, which are more perfect and specific than the MDGs, considering that the SDGs are intended not only for developed countries, but also for developing countries, including Indonesia (Djuno et al., 2024).

In reality, in 2006, the Southeast Asia region was in a moderate mortality position related to the death rate for babies under five years old. Meanwhile, for indicators of the success of measles immunization, which was implemented to reduce infant mortality, this area was in "a moderate coverage position." Unfortunately, less encouraging results emerged in the maternal health classification, because it was in "the high mortality position." Furthermore, the same data was also published in *Kompas* Daily in 2005, where the infant mortality rate in Indonesia was relatively high, approximately 39 per thousand population. In fact, several national surveys stated that the maternal mortality rate was still relatively high in Indonesia at that time, approximately 300-400 deaths per 1000 population. Considering that Indonesia is geographically located in the Southeast Asia Regional Region, this social welfare problem also occurred in Indonesia (Gibraltar, 2008).

These various problems ultimately encouraged the Indonesian Government to promote *posyandu*, so that it could overcome these social problems, especially as social welfare problems. It is very unfortunate that since the economic crisis in 1997, many *posyandu* in Indonesia have experienced a quality reduction. Furthermore, the data show that although in terms of quantity the number of *posyandu* has increased (from 25,000 *posyandu* in 1986 to 238,699 *Posyandu*

in 2004), in terms of infrastructure and cadre skills, the situation is actually the opposite (Gibraltar, 2008; Krisdayani et al., 2023; Rasmaniar et al., 2024).

What is not encouraging actually emerged from joint survey research conducted by Andalas University, Hasanudin University, and the College of Nutrition in East Java, Indonesia, in 1999. The results show that some *posyandu* in Indonesia that are in good condition is only around 40%, more than half of the *posyandu* in Indonesia do not have sufficient equipment, almost all *posyandu* in Indonesia do not have trained cadres, the majority of *posyandu* do not have proper service areas, and only rely on certain places (such as warehouses and garages), which are transformed into *posyandu*, many *posyandu* cadres are not yet able to be independent, the coverage of *posyandu* in Indonesia is still low, namely below 50% for toddlers and pregnant women, and (at that time) almost 100% of mothers in Indonesia has heard of the term *posyandu*, but rarely attend the institution when the *posyandu* hold certain events (Gibraltar, 2008).

At that time, the Indonesian government had indeed carried out the revitalization of *posyandu* nationally (Syaputri et al., 2024). However, the government's various efforts did not work optimally because not all *posyandu* in Indonesia were able to recover from the downturn. Only a few *posyandu* have managed to rise and make achievements (Gibraltar, 2008). This was revealed by Nisa in her research at a *posyandu* in Cimahi City, West Java Province, in 2001, where the research reveals that the government's revitalization of the *posyandu* is not running optimally (Gibraltar, 2008).

The anomaly phenomenon (Gibraltar, 2023; Gibraltar et al., 2023, 2024; Shoemaker et al., 2004) happened at *Posyandu Melati III*, Kemanggisan Subregion, Palmerah Region, West Jakarta, where it seemed as if this *posyandu* was not affected by the impact of the economic crisis that hit Indonesia in 1997, and continued to carry out 5 table activities (registration, weighing and measuring, data recording, counseling and health services) (Gibraltar, 2008). However, many cadres changed professions to other fields when the financial crisis took place in 1997. *Posyandu Melati III*, although it experienced a decline due to the economic crisis, was able to recover in just three years. Even within this time span, this *posyandu* was able to align itself with other prestigious *posyandu*, such as *Posyandu Kenanga*, Sidakarya, South Denpasar, and *Posyandu I*, Jabalsari Village, Tulungagung, East Java. The enthusiasm of the community regarding the existence of this *posyandu* was quite large, one of which came from the local community, who always came regularly to check the health of their babies. In short, the achievements of *Posyandu Melati III* were extraordinary, and the planned change strategies carried out by *posyandu* succeeded in making it the first winner at the national *posyandu* competition in 2006.

Apart from that, it needs to be understood that when researchers conducted in-depth interviews, there were several anomalies in the internal communication patterns that occurred at *Posyandu Melati III*, but these communication anomalies were what caused this *posyandu* to succeed in getting the title of best *posyandu* in urban areas at the national level (Gibraltar, 2008).

Therefore, the research question posed in this research is what communication pattern anomalies occurred at *Posyandu Melati III* that led it to become the best *posyandu* at the national level, and what planned change strategies were carried out by *Posyandu Melati III* to get the title of the best *posyandu* in 2006 (Gibraltar, 2008)?

In order to answer the two research questions above theoretically, the researcher used the organizational thought created by Katz & Rosenzweig. As is usual with organizational theory, of course, this theory is in line with Organizational Theory in the nuances of Social Welfare Science, which is usually taught in Social Work Organization and Administration Course (Gibraltar, 2008; Kast & Rosenzweig, 2007; Tanjung et al., 2022).

Before that, it needs to be understood that the concept of planned change is actually created by Oppenheimer. According to him, planned change is actually a method in the social sciences that is deliberately and experimentally used to overcome societal and human problems (Gibraltar, 2008). It should be noted that planning change is the most essential part of Social Welfare Studies, even though, in practice, it borrows from various scientific disciplines, including Communication Studies (Adi, 2002; Nihayah & Inayah, 2022).

Why? Because Champoux believes that planned change uses principles in Communication Studies, specifically the sender (sender of the message) and receiver (receiver of the message) (Gibraltar, 2008). Absolutely, a good change plan must also contain elements of two-way communication so that the changes formulated can run well in the organizational context. (Gusmarani & Rajiyem, 2022). However, it needs to be understood that one-way communication patterns are not always bad, because this kind of pattern is also stated in several holy books in several Abrahamic religions, so that its use can be extended to the realm of health institutions (to answer the first research question) (Harahap, 2022).

In general, Kast & Rosenzweig's thinking is based on how managers can create an organization that works more efficiently and effectively, and becomes a satisfying workplace for its employees. Therefore, an organization must have good intentions in carrying out continuous innovation, even though these good intentions require sacrifices such as time, money, energy, expertise, etc (Gibraltar, 2008; Kast & Rosenzweig, 2007).

In general, this theory consists of three dimensions. The first dimension is where the organization recognizes or identifies problems that arise in the development of the organization. The second dimension relates to the focus of attention, where the organization pays attention to certain parties who can create significant change within the organization. And finally, the third dimension relates to the actions that need to be implemented by the organization to overcome the problems faced (Gibraltar, 2008; Kast & Rosenzweig, 2007).

In particular, the organizational theory from Kast & Rosenzweig can be broken down into five main stages, which can be carried out simultaneously (to answer the second research question) (Gibraltar, 2008; Kast & Rosenzweig, 2007):

The first stage is the organizational renewal. At this stage, the organization must be able to carry out self-criticism to identify problems that arise within the organization. In addition, this self-criticism process must become an integral part of the organization as a whole. Next is the problem sensing stage; At this stage, the organization needs to have the

ability to realize the need for change as a result of the self-criticism process, even though the various problems faced by the organization have not been mapped well and comprehensively. Third is the problem assessment stage; At this stage, the organization is truly able to formulate the problems that occur in the organization, whether caused by internal problems or external problems. Please note that good problem identification is half the success. Fourth is the problem-solving stage; At this stage, various alternative problem solutions are formulated, and these formulations are carried out to ensure the sustainability of the organization in the future. Some of the things formulated include temporary actions that need to be taken, alternative problem-solving, including achievement measures (both quantitative and qualitative). Fifth is the implementation stage; At this stage, various formulations and planned change alternatives that have been formulated previously are immediately implemented in a real and consistent manner in the community (Gibraltar, 2008; Kast & Rosenzweig, 2007).

## 2. RESEARCH METHODS

Talking about research methods, absolutely, this research was conducted at *Posyandu* Melati III, RW 08, Kemanggisian Subregion, Palmerah Region, West Jakarta Municipality, from 2007 to 2008, considering that the institution was once the best *posyandu* at the national level in 2006. Of course, this research had comprehensively received permission from the institution, both to interview *posyandu* administrators and *posyandu* members (Gibraltar, 2008). Apart from that, it used an *etic* approach, because the researcher was positioned outside the institution researching organization (Gibraltar, 2008); and, definitely, *etic* is a position where researchers conduct research outside the cultural environment of the object being studied (Gardiner et al., 2020).

Furthermore, this type of research was qualitative research, and in order to support this study methodologically, the researcher used two types of data collection methods. A number of studies argue that qualitative research provides cultural and contextual interpretations of a social phenomenon (Gibraltar, 2023). Meanwhile, other experts argue that qualitative researchers should provide information about the basic experiences of human experience, and to achieve this, they must use the stages of data analysis well (Gibraltar et al., 2023). Apart from that, talking about the research paradigm, it utilized the interpretive paradigm, because the researcher interpreted various data obtained from in-depth interviews (Gibraltar, 2008, 2023; Mwitaa, 2022).

The first method was in-depth interviews with a number of administrators and cadres at *Posyandu* Melati III. This method was used with the aim of avoiding bias between the interviewer and the informant, considering that the informant might create false statements (misleading statements), whether on purpose or unintentionally. In other words, ideally, in-depth interviews can be used to comprehensively bridge the gap between the interviewer and the informant (Gibraltar, 2008, 2023).

Discussing the In-Depth Interview (Sari et al., 2025), to collect informants, researchers used two types of informant selection methods. The first was the theoretical sampling method, where the researcher determined in advance who the informants would be interviewed. Several informants selected using this method had the status of administrators of *Posyandu* Melati III, such as the Chair of *PKK RW 08* (because the *Posyandu* is under the local *PKK* administrative area), Chair of *Posyandu* Melati III, Secretary of *Posyandu* Melati III, and Treasurer of *Posyandu* Melati III. The second method used in this study was snowball sampling, and it was used to find informants who have the status of *Posyandu* Melati III's cadres. Absolutely, all informants must voluntarily take part in this research without coercion (Gibraltar, 2008, 2023).

Specifically, several informants were selected using the theoretical sampling method (Ruslan et al., 2023), like the Chair of *PKK RW 08*, the Chair of *Posyandu* Melati III, the Secretary of *Posyandu* Melati III, and the Treasurer of *Posyandu* Melati III. On the other hand, the selection of *posyandu* cadres used the snowball sampling method (Fadhilah et al., 2024). The total number of informants in this qualitative research was 6 people, because Informant BHR held dual positions as both Chair of *PKK RW 08* and Chair of *Posyandu* Melati III (Gibraltar, 2008).

Furthermore, the second data collection method used in this research was a documentation study. In this case, researchers explored various literature that discusses *Posyandu*, before deciding to conduct field research, especially several previous studies related to *Posyandu*, and the development of *posyandu* since the New Order era until 2006 (Gibraltar, 2008). In short, in this research, the researcher will use a multi-method qualitative study pattern (a combination of in-depth interviews with documentation studies) comprehensively, which is different from mixed methods because this type of research is purely qualitative research, not a combination of quantitative and qualitative research (Gibraltar, 2008; Hendrayadi et al., 2023).

Meanwhile, the data analysis method consists of several stages that are usually followed in qualitative research, such as data organization, data management, verification and interpretation, and decision making. In fact, it was very important to create a planned change model that is representative of the conditions at *Posyandu* Melati III (Gibraltar, 2008).

It should be underlined that data saturation in this research had reached its peak, and it was stated by the researcher when this study underwent an undergraduate thesis defense on February 26<sup>th</sup>, 2008, which was held by the Department of Social Welfare Studies, Faculty of Social and Political Sciences, *Universitas Indonesia*, by presenting several forms of triangulation, both data originating from *posyandu* cadre informants and those originating from *posyandu* administrators. This is because 3 informants represented the *Posyandu* Melati III administrators, while the other three informants represented *Posyandu* Melati III cadres.

In conclusion, this research tried to combine various kinds of thinking and understanding, especially at the methodological level (a combination of snowball sampling with theoretical sampling to describe a planned change strategy model that could enable a *posyandu* institution to rise from adversity and obtain the title of best *posyandu* at the national level, even though this model was created inductively (Vo & Csapo, 2020).

### 3. 1RESULTS AND DISCUSSIONS

#### 3.1 The anomaly in the communication pattern at the *Posyandu Melati III*

From a human rights perspective, the state is obligated to provide healthcare to its citizens, considering that health is sacred and influences human behavior and karma. Therefore, his article is essential in examining Indonesia's obligations to its citizens in health matters (Gibraltar, 2008; Rahma & Puannandini, 2024).

In discussing the real strategies implemented by *Posyandu Melati III*, Kemanggisan Subregion, Palmerah Region, West Jakarta Municipality, the researcher analyzed them from various verbatim quotes that the researcher has obtained from in-depth interviews, using a combination of snowball sampling and theoretical sampling. (Gibraltar, 2008; Sari et al., 2025). In brief, the anomaly (Gibraltar, 2023), the top-down communication phenomenon, was found to be able to significantly improve the performance of the *posyandu* (Arianto, 2024; Gibraltar, 2008).

Moreover, the phenomenon of top-down communication isn't bad, especially in Indonesian Society, which sociologically still has a paternalistic pattern, both in urban and rural communities. (Syafitri & Sahara, 2021). At that time, the readiness was echoed by the Head of the *Posyandu Melati III* in Kemanggisan Subregion, Palmerah Region, West Jakarta, namely Informant BHR. The following was an excerpt from an interview with Informant BHR on January 29<sup>th</sup>, 2008 (Gibraltar, 2008):

*"The phenomenon of top-down communication (related to the context of community empowerment) is still felt in organizational communication that occurred at Posyandu Melati III in 2007 to 2008, although it does not mean that this is something bad, especially in Indonesian society, which sociologically still has a paternalistic pattern, both in urban and rural communities. At that time, the readiness was echoed by the Head of the Posyandu Melati III (the interview with Informant BHR, 29<sup>th</sup> January 2008).*

There was a sacralization towards Informant BHR because she was an extraordinary person who could achieve something that was initially impossible, making it possible to implement. (Ruhlana et al., 2025). However, this sacralization didn't mean that Informant BHR leads with an iron fist without regard for others' feelings. His leadership could be described as a combination of caring and firmness. The following is a testimony from Informant NNG regarding this matter on February 1<sup>st</sup>, 2008 (Gibraltar, 2008):"

*"At that time, I witnessed Mrs. BHR trying to motivate us all to achieve the National Level Championship. She said that cadres must progress, be able to reach the national level, and surpass other posyandu in Indonesia. Initially, I personally thought it was impossible, but miraculously, it became possible because of her" (The interview with Informant NNG, on February 1<sup>st</sup>, 2008).*

On the same occasion, Informant BHR also implemented the top-down communication. (Syafitri & Sahara, 2021) As the Head of the *Posyandu Melati III* and the Head of the Family Welfare Movement (*PKK*) at *RW 08*, she had already come up with ideas on how to achieve the title of Best *Posyandu* at the national level. At that time, Informant BHR had mobilized other *Posyandu* cadres in a top-down manner, both cognitively and verbally (Haerunnisa et al., 2025). This was the excerpt of the interview with Informant BHR (Gibraltar, 2008):

*"Because I want something better for this posyandu, something better, yes, I and the cadres want to win a national level championship, which we haven't gotten before, we haven't had before, yes, because this competition was only held in 2005, one of the things I emphasize is the issue of funding and administration." (The interview with Informant BHR, February 29<sup>th</sup>, 2008).*

When Informant BHR's views were triangulated with other statements from *Posyandu Melati III*'s cadres, they stated that the chairperson had long desired to win the national competition. This was because the Chairperson of *Posyandu Melati III* believed this designation was the highest achievement the organization could achieve. The innovation to achieve the title of best *Posyandu* was first expressed by Informant BHR, and then followed by other cadres. The following was Informant NNG's explanation regarding this matter during an interview on February 1<sup>st</sup>, 2008 (Gibraltar, 2008):

*"At that time, I witnessed Informant BHR tries to motivate us all to achieve the National Level. She said that cadres must progress, be able to reach the national level, and surpass other Posyandu in Indonesia. Initially, I personally thought it was impossible, but miraculously, it became possible because of her. "*

A similar expression was shown by Informant SRN, who serves as the Secretary of the *Posyandu Melati III*. However, unlike previous statements from other informants, Informant SRN explained that another high-ranking *Posyandu* official, Informant SNA, also developed innovations that earned her the title of best *Posyandu* at the national level. The following was an excerpt from an interview with informant SRN on January 30<sup>th</sup>, 2008 (Gibraltar, 2008):

*“At that time, Informant BHR really wanted us to win at the national level, and Informant SNA did the same. She believed we needed to do two things: maintain the Posyandu so that it could hold activities at least once a month, and discipline the cadres to arrive on time. Both of these suggestions came from Informant SNA after the Posyandu Melati III’s cadres had a discussion and realized that we needed to improve our performance to keep up with other Posyandu. (The interview with Informant SRN on January 30<sup>th</sup>, 2008).”*

Furthermore, the treasurer of *Posyandu Melati III* also expressed a similar opinion, stating that it was Informant BHR and Informant SNA who raised awareness among the cadres about improving the *Posyandu*’s performance. This statement further confirms that the organizational communication pattern at the institution was indeed top-down. The following was the full explanation from Informant HRW during an interview on January 5<sup>th</sup>, 2008 (Gibraltar, 2008):

*“I did see that at that time (in 2005), we were not aware that improving our performance was necessary. It was Informant BHR and Informant SNA who made us aware of it; they woke us up, so we wouldn't be left behind by other posyandu, and they both said. Then they often talked together to share and exchange opinions; they both made Posyandu Melati III great and famous.”*

Similarly, Informant HDJ also expressed a similar opinion to Informant HRW regarding how the top-down communication patterns employed by Informants BHR and SNA were able to significantly improve the performance of the *Posyandu*. The following was the result of an interview with Informant HDJ on February 3<sup>rd</sup>, 2008:

*“They (Informants BHR and SNA) often encourage us, if we work until late at night, they are the ones who encourage us; besides that, they often give brilliant ideas, and then we follow their ideas.”*

Similarly, Informant AN testified that informants BHR and SNA consistently encouraged other *Posyandu* cadres to achieve greater heights. The following was information provided by informant AN regarding this issue on the interview on February 1<sup>st</sup>, 2008 (Gibraltar, 2008):

*“Informant BHR is really great, she can give us all the enthusiasm on how to carry out the task well. She is a good motivator, gives us all the enthusiasm, and so does Informant SNA; some cadres who are not enthusiastic, she is the one who encourages them, because often the cadres feel bored.”*

Informant AN also shared his opinion on this top-down communication pattern. In his view, the communication conducted by Informant BHR was able to reduce internal conflict *posyandu*. The following was an excerpt from an interview with him on February 1<sup>st</sup>, 2008:

*“I think the most central issue is the internal conflict. Fortunately, Informant BHR was there, and it was resolved successfully. I'm worried that if this continues, the performance of the posyandu will decline, and we'll all be the ones who lose out.”*

Informant AN also stated that Informant BHR could reduce conflict and negative emotions within the organization. The following was an excerpt from an interview with her on February 1<sup>st</sup>, 2008:

*“Informant BHR is indeed reliable; at that time, she was the one who calmed all parties so that the Posyandu would run as usual; she was the bridge that connected all the cadres; of course, this is good; later when she is gone or rises to the mayoral level, it will be difficult to find someone with complete abilities like her; The title of Best Posyandu at National Level is a gift from her for us.”*

In short, it can be concluded that the top-down communication pattern applied at the *Posyandu Melati III* had a positive impact on the overall development of this institution. This top-down communication pattern addressed three major issues faced by the *Posyandu*: administration, funding, and staff discipline. In other words, this strategy had proven effective in improving *Posyandu Melati III*'s performance at the national level (Gibraltar, 2008), even though it contrasted the general pattern of the communication studies (Sitinjak et al., 2025).

### **3.2 Stages in the planned change strategies applied at the *Posyandu Melati III***

From a social science perspective, the planned change strategies are indeed quite important, especially for creating a positive atmosphere within an organization, including at social institutions like *posyandu* and universities. In fact, the planned change strategies can move an organization in a positive direction, and this will certainly be very beneficial for the members of the organization. In other words, the planned change strategies can enable an organization to adapt to environmental changes both internally and externally (Gibraltar, 2008; Sari & Aslami, 2022).

First of all, in the first stage, it must be noted that the *Posyandu Melati III* institution could provide the self-critique, and at that time, it formulated the necessity to obtain the victory at the national level competition. Some verbatim excerpts on pages 6 and 7 support this academic assumption comprehensively.

Next, in the second stage, there was a kind of collective consciousness (Prabowo et al., 2025) that motivated the *posyandu* cadres to recognize the importance of achieving national success. This was due to the resentment of other *posyandu* cadres located in a nearby complex. According to them, that *posyandu* often engaged in fraud, such as bringing

in health workers on a specific date each month. This feeling of injustice motivated them to achieve national success. The following was a verbatim excerpt from an interview between the researcher and Informant SNA (Gibraltar, 2008):

*"It's important to remember that we don't like the posyandu in the neighboring housing complex. I don't need to mention their names, but they're cheating. They always park health workers in their place every 27<sup>th</sup> of every month. From what I heard from Informant BHR, they (the health workers) are paid by themselves, including food money and other things, so they hang out there all the time. So, I told the cadres that if they really want to see their rival wins the battle, they're willing to do it. They immediately became enthusiastic in perfecting Posyandu Melati III."* (The interview with Informant SNA, January 29<sup>th</sup>, 2008).

A similar opinion was expressed by Informant SRN, who serves as the Secretary of the *Posyandu Melati III*. According to her explanation during an interview, their rivals are supported by the upper-class people and officials, who have sufficient funds. So, Informant BHR, along with Informant SRN, called on various groups to work together to combat nepotism by achieving success at the national level. The following is an excerpt from the interview (Gibraltar, 2008):

*"They're cheating, I don't want to lose to them. I'm just encouraging the other cadres to keep fighting to win at the national level so that other posyandu like the one in the Neighboring housing complex don't win. Well, we should win, we never bribe health workers to be parked in our place, we are honest, so we deserve to win; the other cadres got heated when Informant BHR and Informant SNA expressed their opinions, we became enthusiastic, how could we lose to those who cheat?"* (The interview with Informant SRN on 20<sup>th</sup> January 2008)

Moving on to the third stage, the *Posyandu Melati III* cadres were able to formulate the problem they were facing (a lack of achievement). Therefore, the cadres agreed that they must be able to achieve success at the national level. While this decision was stimulated by Informants BHR and SNA using a top-down communication pattern, the cadres ultimately agreed to follow the directive voluntarily. This information was expressed by the Treasurer of *Posyandu Melati III*, Informant HRW, during an interview. The following was an excerpt of the interview with Informant HRW (Gibraltar, 2008):

*"At that time, we all agreed that what we needed was a national-level title. We all wanted it, even though it was Informant BHR and Informant SNA who first came up with the idea. But we all agreed that the title was very important for Melati III"* (The interview with Informant HRW on 5<sup>th</sup> January 2008).

A similar information was expressed by Informant HDJ, a *Posyandu* cadre and a loyal supporter of Informant BHR. Even after listening to Informant BHR's advice, Informant HDJ was determined to be a winner and the best *posyandu*. Naturally, Informant HDJ acted this way after receiving advice from Informant BHR, who aspired to improve the performance of *Posyandu Melati III* to reach national standards (the communication pattern that tends to be one-way direction). The following was an excerpt from the full interview with him (Gibraltar, 2008):

*"I wanted to win, at that time it was Informant BHR who motivated me, and I and the other cadres agreed that whatever happened we had to try our hardest to reach the national level, because that was what we had not been able to achieve, then even though this competition was only held in 2005, whatever it was, we were still determined to win, even though I personally wasn't sure at that time whether we could, in fact we could, because there are many levels, from the sub-district to the national level."* (The interview with Informant HDJ on February 3<sup>rd</sup> 2008)

In the fourth and fifth stages, there were several practical strategies implemented by *Posyandu Melati III* in obtaining the title of the best *Posyandu* at the national level, which, of course, was an agreement of the administrators and cadres at *Posyandu Melati III*. After conducting in-depth mapping, there were several areas whose quality needs to be improved at *Posyandu Melati III*, specifically: (1) organizing *Posyandu*'s activities, (2) *Posyandu*'s administration and recording, (3) the cadre's discipline, (4) the cadre's ability and capacity, (5) the *Posyandu*'s activities, and (6) the funding (Gibraltar, 2008). From these six areas, the fields of administration & recording and funding were the most crucial problems. The following was a complete excerpt from an interview with Informant BHR regarding funding and administration issues (Gibraltar, 2008):

*In the fourth and fifth stages, there are several practical strategies implemented by Posyandu Melati III in obtaining the title of the best Posyandu at the national level, which, of course, is an agreement of the administrators and cadres at Posyandu Melati III. After conducting in-depth interview, there are several areas whose quality needs to be improved at Posyandu Melati III, namely: (1) organizing Posyandu activities, (2) Posyandu administration and recording, (3) the cadre discipline, (4) the cadre ability and capacity, (5) the Posyandu activities, and (6) the funding (Gibraltar, 2008). Of these six areas, the administration & recording, and funding are the most crucial problems in this institution. The following is a complete excerpt from an interview with a BHR informant regarding funding and administration issues."* (The Interview with Informant BHR, 29<sup>th</sup> January 2008).

The first practical strategy was to maintain the *Posyandu Melati III*, so that it can operate at least once a month. The following was an excerpt from an interview with Informant SNA regarding this matter (Gibraltar, 2008):

*“It was very easy for us to hold an activity at least once a month, especially at that time, because there were a lot of trainings from the government agencies, they did indeed extend their hands to us with access to training, so it was easy for us to hold an activity at least once a month, even more than once, this happened after Posyandu Melati III won at the sub-district level.”* (The Interview with Informant SNA on January 29<sup>th</sup>, 2008)

The second strategy implemented by *Posyandu Melati III* was to maximize the *Posyandu* administration and record-keeping. This idea emerged when Informant BHR conducted a comparative study at another *Posyandu* in the *Cengkareng* area, which was a winner in a national *Posyandu* competition in 2005. The following was an excerpt from an interview with Informant BHR, regarding this matter (Gibraltar, 2008):

*At that time, I came up with this idea with the cadres (for funding and administration) because I saw that the posyandu was lacking, especially in administration. Even in the posyandu in Cengkareng, there were only lined notebooks for reporting. From there, I came up with this idea, I came up with it myself, that we need to improve the recording, and then we made this, the Posyandu Help Book.”* (The interview with Informant BHR on 29<sup>th</sup> January 2008).

The third strategy implemented by *Posyandu Melati III* was to discipline cadres to arrive on time, ensuring they arrive on time (at 9:00 am). Furthermore, this is also necessary on certain days when the *posyandu* is most visited. Naturally, Informants BHR and SNA empower cadres and *posyandu* administrators with a one-way communication pattern. The following was the result of an interview with Informant SRN regarding this matter (Gibraltar, 2008):

*“I think the posyandu opening schedule is always on time, Informant BHR and Informant SNA always try to use motivational methods to make cadres come on time, starting from indirect warnings, to direct warnings, but what is clear is that after warnings, both of them usually apologize to the person they reprimanded, the warning is positive in nature, yes, to discipline the existing cadres so that their performance continues to improve, it is good, but it would be better if it gets better day by day, because if it is not like that, I am afraid that their discipline will slacken.”* (The interview with Informant SRN on January 30<sup>th</sup>, 2008).

The fourth strategy was to improve the skills of cadres through intensive training. These intensive training sessions allow *posyandu* cadres to switch positions during the five-table activities (registration, measuring and weighing, recording results, nutrition and health education, and health services). The following was an excerpt from a full interview with Informant HRW regarding this matter (Gibraltar, 2008):

*“The Posyandu Melati III’s cadres have the advantage of being able to exchange places in a five-table format, that is our advantage, next is our togetherness which makes us feel comfortable, it’s just nice after being tired from gathering, it’s like a burden has been lifted from our heads, great, right, then we are enthusiastic again to work, that togetherness is also what causes the abilities of the Posyandu Melati cadres to be evenly distributed, everyone can be together as explained earlier”* (The interview with the Informant HRW on January 5<sup>th</sup>, 2008).

Finally, the fifth strategy was to seek funds by directly meeting donors (such as companies with substantial corporate social responsibility funding). This is done to build deep trust between the donors and the *Posyandu Melati III*. The following was an excerpt from an interview with an NNG informant regarding this matter (Gibraltar, 2008):

*“We received a lot of donations after we won number one in the sub-district, the achievement was already visible, people from the complex flocked to donate, the donations were quite large, some were one hundred thousand, two hundred thousand, even four hundred thousand, but before that, we, the cadres, had to pay extra, photocopying money, for binding, the government only knew about PMT (Supplementary Food Provision), and Posyandu KIT, the rest had to be paid for ourselves. That’s all, the joys and sorrows of being a cadre”* (The interview with Informant NNG on 31<sup>st</sup> January 2008)

Absolutely, the title of the Best *Posyandu* at the National Level in 2006 was not just a title, because *Posyandu Melati III* was supported by various quality programs in the fields of animal husbandry, agriculture, dental health, maternal health, etc. All of these programs aimed to improve the health of the surrounding community (especially maternal and infant health), while also improving the welfare of *posyandu* administrators and cadres. The following was a quote from Informant BHR regarding this matter.

*“There are many programs, these are one of our strengths, as I mentioned before, there is BKB PAUD, then there is agriculture, animal husbandry, and then there is the dental health, the mother-loving movement called GSI, besides that there is BKB PAUD which takes care of children and then there is TOGA, oh yes, when we were going to compete, in fact, I visited Puncak Region to buy a lot of seeds to*

*increase the quality of our posyandu, which we then planted and maintained, one of them as far as I remember was aloe vera, then oh yes, there was also one about eradicating mosquito nests, then skills activities for making patchwork, bir pletok, and so on, wow if I mentioned them one by one I would forget, anyway, the guide is on the list, which was given back then.” (The interview with Informant BHR on 28<sup>th</sup> January, 2008)*

The various findings in this study provide valuable lessons that will not be lost even if the MDGs have now been transformed into SDGs. In fact, the researcher believes that the implementation of planned change strategies at *Posyandu Melati III* can be expanded to *Posyandu* in other locations across Indonesia. In short, this study demonstrates how anomalies in communication patterns (the tendency of top-down communication) can lead to significant progress in a mezzo-level health institution.

#### 4. CONCLUSION

Indeed, this study was carried out from 2006 to 2008. However, on the other hand, the reflections from this study can still be used today, especially in implementing the revitalization of *Posyandu* in the future. The success achieved by *Posyandu Melati III* is one of the moments that shows how a *posyandu*, which was initially in a depressed condition due to the economic crisis in 1997, was able to rise and become the best *posyandu* at the national level. For a researcher, this is a positive anomaly to be studied inductively. In fact, the top-down communication pattern was one of the determinants of the success of this institution in getting the title of the best *posyandu*. The various verbatim quotes listed in the previous subchapter showed that this communication anomaly actually occurred and had a positive impact on the development of the *Posyandu Melati III* organization, to the point that this *posyandu* managed to get the title of best *posyandu* at the national level. It was quite surprising because this anomaly occurred at a time when society wants bottom-up and two-way communication patterns. In order to rationalize the planned change strategies, the Theory of Planned Change Strategies on an organizational scale was used, proposed by Kast & Rosenzweig, in which there was a combination of Social Welfare Studies, Communication Studies, and Organizational Studies. Absolutely, this theory can be used not only for profit-oriented organizations, but also for non-profit organizations. Meanwhile, for methodology, the In-Depth Interview method and documentation method were used as data collection methods. Furthermore, in order to find informants to be interviewed, theoretical sampling and snowball sampling were used not only to look for informants who were internal administrators of *Posyandu Melati III*, but also *Posyandu Melati III* cadres who, in fact, were members of the community who lived around the *posyandu*. In the first stage, *Posyandu Melati III* applied a self-critique, which was stated by the Chair of *PKK RW 08*, and the Chair of *Posyandu Melati III* regarding the need to increase *posyandu* performance significantly, even to reach the national level. Furthermore, in the second stage, all elements in the *Posyandu Melati III* organization began to comprehensively realize that changes needed to be made within the organization, especially related to improving the performance of the *Posyandu* in the future. Then, in the third stage, all members of *Posyandu Melati III* have succeeded in formulating problems to improve *posyandu* performance. This is done by comprehensively formulating current conditions and desired conditions in the future. In the fourth stage, *Posyandu Melati III* formulated six areas that must be maximized in order to achieve the title of best *posyandu* at the national level. These six fields are: (1) organizing *posyandu* activities, (2) the administration and recording, (3) the cadre discipline, (4) the ability and capacity of cadres, (5) the development activities, and (6) the funding. The focus on planned change strategies is directed to cadres and organizations. Finally, in the fifth stage, the five planned change strategies were formulated comprehensively, such as these actions: a. Maintain that the *Posyandu Melati III*, *RW 08*, *Kemanggisan Sub-region*, *Palmerah Region*, *West Jakarta Municipality* must hold activities at least once every month. b. Improve administration and recording, both inside and outside of the five desk activities. c. Increase cadre discipline so that they arrive on time. d. Improving cadre capabilities through intensive training. e. Carry out fundraising by directly meeting donors Apart from that, to optimize the role and achievements of *Posyandu Melati III*, *Kemanggisan Sub-region*, *Palmerah Region*, *West Jakarta Municipality*, in the future, here are several suggestions that can be applied at the mezzo (organizational) level, which can also be used as a basis for research on *posyandu* in the future: Balancing between the bottom-up communication pattern and the top-down communication pattern in every meeting and community activity held at *Posyandu Melati III*. The planned change strategies at *Posyandu Melati III* should also touch on the realm of cadre formation. Optimizing the marketing of agricultural and fishery products by expanding the marketing area, so that the cadres' social welfare can be improved. Promote research on *posyandu* themes by combining various scientific disciplines, because the *posyandu* problems that arise today are more or less the same as the problems that emerged 20 years ago. Another thing that needs to be considered is the suitability of this study with the Sustainable Development Goals, where several points need to be added so that this research is relevant to the conditions of contemporary Indonesian society, like: Improving the quality of *posyandu*, including the 5-table mechanism, must be adapted to the sociological conditions of the local community (the planned change strategies that correlate to the organizational structure) Improving the quality of *posyandu*, including the 5-table mechanism, must be able to reduce social inequality related to access to health services (the planned change strategies that relate to organizational structure). *Posyandu* must be able to provide social welfare not only for administrators and cadres, but also for the surrounding community in real terms (the planned change strategies that relate to community engagement). Improving the quality of *posyandu* must be followed by

transparency in the use of posyandu funds to avoid *KKN* practices within the organization (the planned change strategies that relate to organizational structure) *Posyandu* must be able to integrate the latest communication technologies in carrying out its administrative mechanisms in the community, especially social media technology such as *YouTube*, *WhatsApp*, *Telegram*, etc. The validity of this research was successfully maintained through an undergraduate thesis defense in 2008. Moreover, the Social Welfare Studies and Communication Studies are two applied sciences whose applications can be combined to analyze various anomalies that occur in contemporary Indonesian society, because both, in the researcher's understanding, use a multi-theoretical orientation view, which means both of them can borrow academic approaches and theories from other sciences to enrich their scientific repertoire.

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