

Situational Leadership of the Head of the Sukowetan Village Posyandu Cadre in Trenggalek in Enhancing the Participation of Mothers of Toddlers

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Abstract:

Posyandu is a community based health service that plays a vital role in improving maternal and child health. However, the participation of mothers with toddlers in Posyandu activities in Sukowetan Village remains relatively low. Previous studies have addressed leadership and participation separately, but research specifically examining the application of situational leadership by Posyandu cadres at the village level remains limited. This study aims to analyze the application of situational leadership in increasing maternal participation. This study uses a qualitative approach with data collection techniques through observation and in-depth interviews. The results show that the head of the Posyandu cadres has successfully applied the four styles of situational leadership according to Hersey and Blanchard, namely commanding, persuading, participating, and delegating. These leadership styles proved effective in encouraging behavioral change, increasing attendance, and fostering active participation among mothers. Therefore, situational leadership has proven to be an effective approach in increasing community participation in Posyandu activities.

Keywords:

Situational leadership, Posyandu Cadres, Participation

Introduction

Posyandu is a community-based health service aimed at improving the health of mothers and children, particularly those who are still toddlers (Anggraini et al., 2023).

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Situational Leadership of the Head of the Sukowetan Village Posyandu Cadre in Trenggalek in Enhancing the Participation of Mothers of Toddlers

Posyandu activities, such as weight measurement, health checkups, and nutrition counseling, play a crucial role in monitoring child development (Sintiawati et al., 2021). However, the participation of mothers of toddlers in Posyandu activities is often less than optimal. Various factors contribute to this low participation rate, such as a lack of awareness, time constraints, and a lack of community enthusiasm for attending Posyandu. This situation can reduce the effectiveness of Posyandu services in supporting the optimal growth and development of infants and toddlers.

As the frontline implementers of these activities, Posyandu staff play a crucial role in encouraging and empowering the community. In addition to performing technical tasks, they also serve as informal leaders who are expected to understand the social, cultural, and psychological dynamics of the communities they serve (Himmawan, 2019). Therefore, the success of Posyandu cadres in increasing participation rates is significantly influenced by leadership skills, particularly in adapting their approach to various situations and individual personalities within the community (Muhammad, 2016).

Ministry of Home Affairs Regulation No. 13 of 2024, Article 1 on Posyandu, states that Posyandu cadres are volunteer citizens capable of assisting village heads or sub-district heads in community empowerment, planning, implementation of development, and improvement of services in accordance with minimum standards at the village or sub-district level. Thus, from a legal and institutional perspective, Posyandu cadres have clear responsibilities and strong support to carry out Posyandu activities optimally (Saphira et al., 2024).

However, conditions in Sukowetan Village show that the participation of mothers of toddlers in Posyandu activities is still low. Many mothers of toddlers do not attend regularly because the methods employed by the Posyandu cadre leader do not fully accommodate their situations and needs. Some mothers of toddlers feel neglected or are unaware of the importance of Posyandu due to ineffective and impersonal communication. Posyandu leaders tend to use the same invitation method without considering the level of understanding, educational background, and free time of every mother who has a toddler. This causes most mothers of toddlers to be less motivated to actively participate in activities such as weight measurement, immunization, and counseling. Therefore, it is crucial for volunteer leaders to apply situational leadership so that the approaches used can be flexibly and appropriately tailored to encourage mothers

of toddlers to actively participate in every posyandu activity. Although many studies have examined leadership and community participation, most of them focus on formal organizations or government agencies. Research specifically exploring how situational leadership is applied by posyandu group leaders at the village level to increase mothers' participation remains limited. Therefore, this study fills this gap by focusing on leadership practices in Sukowetan Village.

Based on the above description, this study is titled Situational Leadership by Posyandu Group Leaders in Sukowetan Village, Trenggalek Regency, in Enhancing the Participation of Mothers of Toddlers. The objective of this study is to analyze and discuss the situational leadership of posyandu group leaders in Sukowetan Village, Trenggalek Regency, in increasing the participation of mothers of toddlers.

Definition of Situational Leadership

According to Sagala in (Diana Putri et al., 2023), leadership is a term derived from the word "leader," referring to someone considered capable of influencing their subordinates or followers to achieve specific goals. Meanwhile, according to Stephen Robbins, leadership is defined as "the ability to influence a group to achieve goals," that is, the ability to guide a group to achieve a series of goals (Siagian et al., 2022).

Effective leaders succeed in inspiring their followers to have greater self-confidence, strong conviction, and commitment to the organization's goals and vision (Chichi Rahmayanti, P. Hellen Wijaya, 2018). This information refers to situational leadership as an effective leadership style successfully employed by posyandu cadre leaders to increase the participation of mothers with children under five years of age, as this leadership style is adapted to the maturity level of subordinates regarding specific tasks (Diwiyani & Sarino, 2018).

According to Mohammad Karim in (Hariyanto & Katam, 2020), situational leadership is a leadership style that seeks to understand the characteristics of conditions and situations as key elements that enable a leader to carry out organizational tasks well and efficiently. The effectiveness of situational leadership can be enhanced by aligning the type of leadership style with the individual's level of readiness (Darmawan & Roselini, 2022). According to Kreitner and Kinicki in (Maqviroh et al., 2023), leadership can be understood as a process in which a leader seeks to exert social influence, with the

Situational Leadership of the Head of the Sukowetan Village Posyandu Cadre in Trenggalek in Enhancing the Participation of Mothers of Toddlers

aim of encouraging subordinates to voluntarily participate in achieving organizational goals.

According to Hersey & Blanchard (2006) in (WAHJONO, 2018) situational leadership is a method aimed at influencing the behavior of an individual or a group of people to achieve specific goals. According to Hersey & Blanchard, there are 4 stages in situational leadership, namely:

Telling. At this stage, the leadership style typically provides detailed work instructions and closely supervises the activities of subordinates.

Selling. On the other hand, this style focuses more on explaining decisions made by the leader and giving subordinates the opportunity to understand them (internalize them). In this case, the leader continues to provide guidance and supervision to subordinates as they complete tasks.

Participative. This leadership style tends to create opportunities for team members to express opinions, propose ideas, and actively participate in the decision-making process. In practice, a leader also plays a role in encouraging team member involvement by providing encouragement, emotional support, and ongoing guidance.

Delegating. This style tends to hand over the responsibility for making decisions and carrying out tasks to people at lower levels.



Figure 1
Situational Leadership Model (Hersey & Blanchard, 2006)

Definition of Posyandu Cadres

The definition of a cadre in Indonesian Ministry of Health Regulation No. 25 of 2014 is a community member selected and trained to participate in efforts to improve public health and collaborate with nearby health service institutions (Suhartatik & Al Faiqoh, 2022). Cadres possess the ability to encourage community participation with a sense of social responsibility. The social spirit possessed by posyandu cadres can play a crucial role in community empowerment (Susanto et al., 2017). Posyandu cadres serve as the primary drivers of activities, holding a strategic position in raising community awareness and participation through the services they provide (Indriati, 2023). The services provided by volunteers at posyandu can have a positive impact on improving community health levels (Muntafiah et al., 2023).

Posyandu cadres play a crucial role because they are close to the target locations and interact directly with the community more frequently than other health workers (Darmiyanti & Adiputri, 2020). Additionally, Posyandu cadres play a role in encouraging behavioral changes among pregnant women to choose to give birth with the assistance of healthcare workers. Posyandu cadres also contribute to motivating pregnant women, postpartum mothers, and breastfeeding mothers to maintain and improve their own health and that of their infants (Reni Renita, 2022)

Thus, it can be concluded that Posyandu cadres are individuals who are physically and mentally healthy and who voluntarily play a role in managing the Posyandu. Posyandu activities are organized by, for, and with the community, with the support of health workers.

Definition of Participation

The term "participation" is derived from the English word "Participation," which means involvement or participation (Indriati, 2023). According to Sastrodipoetra in (Sari et al., 2024), he defines participation as involvement that arises naturally, accompanied by awareness and a sense of responsibility toward the group's interests for the common good.

According to Hoofsteede in (Agus Purbathin Hadi, 2019), it means "taking part in one or more phases of a process." Participation is the contribution of an individual or group to the process of an activity, whether through opinions or actions, by providing

Situational Leadership of the Head of the Sukowetan Village Posyandu Cadre in Trenggalek in Enhancing the Participation of Mothers of Toddlers

ideas, energy, time, expertise, funds, or materials, as well as being involved in enjoying and utilizing the results of that process (Triana et al., 2021)

According to Mubyarto, participation is defined as the willingness to support the success of a program, in accordance with one's individual capabilities, without having to sacrifice personal interests (Imro'atin & Laily, 2015). Participation is considered an important component that motivates others to take action (Yasril & Nur, 2018). Participation is a dynamic process in which an individual or group actively takes steps and uses their freedom to get involved (Al Azizah & Agustina, 2017).

According to Irene, participation is an individual's involvement in a group, including mental and emotional aspects that encourage the individual to support the achievement of the group's goals and take responsibility for the group they belong to (Maulana, 2020). According to Sumarto, participation is a process that enables more effective interaction among stakeholders, thereby increasing the likelihood of reaching agreements and fostering innovative actions during discussions, where there is space for listening, learning, reflecting, and initiating collaborative actions (Riskiyono, 2015).

Methodology

This study employs a qualitative approach to explore and deeply understand the forms of situational leadership applied by Posyandu cadres in their efforts to enhance the participation of mothers with children under five years of age. The qualitative method was chosen because it is suitable for exploring social phenomena and leadership behaviors within a holistic local context. Data sources were obtained through direct field observations and in-depth interviews with the Posyandu cadre leaders.

The research was conducted at the Posyandu in Sukowetan Village, Karangan Subdistrict, Trenggalek Regency. Data collection methods included observation and interviews. A literature review was conducted by examining various theories of situational leadership, regulations related to Posyandu, and the participation of mothers of toddlers.

The informants in this study consisted of the head of the Posyandu cadre and several mothers of toddlers, both those who were active and those who were less active in participating. Data analysis was performed using data reduction, data presentation, and

drawing conclusions. To ensure data validity, triangulation was used by comparing interview results with observations.

Result and discussion

From the interview results, it can be concluded that the Posyandu Group Leader in Sukowetan Village is an appropriate and efficient leader in applying situational leadership according to the situation. This is evident from her ability to set a positive example and serve as a role model for the cadres and mothers of toddlers. The cadre leader understands her duties and role in leading by prioritizing the principles of transparency and the common good to encourage the active involvement of mothers of toddlers. According to Hersey and Blanchard (2006) in, there are four stages of situational leadership, namely:

1. Telling.

The Posyandu leader in Sukowetan Village provides guidance to mothers of toddlers who do not yet fully understand the importance of the Posyandu. When dealing with mothers of toddlers who are unaware of the benefits or how to participate in the Posyandu, the volunteer leader provides detailed and clear instructions, such as explaining the Posyandu schedule, the benefits and importance of the services provided by the Posyandu (weighing, immunization, nutrition counseling), and the steps involved in conducting activities at the Posyandu.

For instance, when a mother of a toddler has never attended, the team leader will visit her home to explain the importance of monitoring a child's growth from an early age, the risks that may arise if she does not attend posyandu regularly, and the long-term benefits of active involvement. The team leader also provides guidance such as bringing the Kartu Menuju Sehat (KMS) booklet, arriving on schedule, and following the activity flow carefully. With guidance from the posyandu team leader, mothers of toddlers became more active in participating in posyandu activities. This finding aligns with Hersey and Blanchard's theory, which states that a directive style is effective for individuals with a low level of readiness. However, this approach may become less effective if applied continuously without considering the participants' increasing independence.

Situational Leadership of the Head of the Sukowetan Village Posyandu Cadre in Trenggalek in Enhancing the Participation of Mothers of Toddlers



Figure 2

The posyandu cadre leader directs mothers of toddlers

2. Selling

The Chairperson of the Sukowetan Village Posyandu Team attempts to convince mothers of toddlers who are still hesitant or reluctant to come to the posyandu by providing additional explanations and sharing real-life stories of mothers who previously rarely attended but, after regularly participating in posyandu activities, saw their children experience improved nutritional status and better development. In addition, the Posyandu cadres also organize activities such as giving out door prizes and nutritious food for children to encourage mothers of toddlers to actively participate in Posyandu activities. This approach demonstrates that persuasive communication plays a crucial role in influencing behavior. By providing motivation and real-life examples, leaders can effectively increase participation.



Figure 3

A volunteer leader encourages a mother of a toddlers

3. Participation

At this stage, the posyandu team leader often directly involves mothers of toddlers in posyandu activities. For example, the team leader openly invites mothers to discuss the types of activities to be held, the appropriate timing, and suggestions for improving services. These discussions are usually conducted formally during the activities or through a WhatsApp group for mothers of toddlers. The responses from mothers of toddlers regarding these discussions tend to be positive, as they feel valued and given space to voice their opinions, which ultimately fosters a sense of ownership toward posyandu activities. Additionally, the posyandu team leader actively motivates mothers of toddlers who were initially less active through individual interactions. The volunteer leader approaches the mothers directly to ask about the obstacles they face, then provides moral support and encouragement so that the mothers want to get involved. As a result, little by little, the mothers begin to actively participate in various activities, ranging from weight measurements and nutrition counseling to skills training. This reflects participatory leadership, where individuals feel valued and become more actively involved in the activities.



Figure 4

The volunteer leader participates alongside mothers of toddlers
in posyandu activities

4. Delegating

The cadre leader assigns responsibilities or tasks to mothers of toddlers who have demonstrated active and consistent participation. For example, mothers who regularly attend and show enthusiasm are given responsibilities such as helping distribute supplementary food, organizing weigh-ins, and sharing posyandu information with

Situational Leadership of the Head of the Sukowetan Village Posyandu Cadre in Trenggalek in Enhancing the Participation of Mothers of Toddlers

other mothers of toddlers in their neighborhoods. The trust granted by the cadre leader has a positive impact because the mothers of toddlers feel valued and involved in posyandu activities. This makes mothers of toddlers more enthusiastic and encourages them to take the initiative, such as offering ideas or helping to carry out activities. Assigning responsibilities to mothers of toddlers is an effective step toward fostering a sense of responsibility and independence, so that they are not merely participants but also part of the implementation team. Delegating responsibilities helps build independence and the sustainability of participation, although this requires ongoing supervision.



Figure 5

The volunteer leader delegates tasks to mothers of toddlers for posyandu activities

Below we have included the Posyandu data for Sukowetan Village for the years 2023–2025.

DATA POSYANDU DESA SUKOWETAN TAHUN 2023-2025

No.	Tahun	Nama Posyandu	Dusun	Jumlah Kader	Balita Terdaftar	Lansia Terdaftar	Kegiatan Posyandu
1	2023	Melati	Suru	5	14	30	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
	2023	Mawar	Soko	5	42	55	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
	2023	Kenanga	Tamtu	5	41	48	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
	2023	Dahlia	Padas	5	41	44	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
	2023	Cempaka	Tamanan	5	42	50	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
2	2024	Melati	Suru	5	13	32	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
	2024	Mawar	Soko	5	43	57	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
	2024	Kenanga	Tamtu	5	42	50	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
	2024	Dahlia	Padas	5	41	46	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
	2024	Cempaka	Tamanan	5	44	52	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
3	2025	Melati	Suru	7	15	33	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan

DATA POSYANDU DESA SUKOWETAN TAHUN 2023-2025

2025	Mawar	Soko	7	44	58	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
2025	Kenanga	Tamtu	7	43	51	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
2025	Dahlia	Padas	7	42	47	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan
2025	Cempaka	Tamanan	7	44	53	Penimbangan, Imunisasi, Gizi, PMT, Penyuluhan

Rekap Jumlah Per Tahun

Tahun	Total Balita	Total Lansis	Total Kader
2023	180	227	25
2024	183	237	25
2025	242	242	35

Figure 6

Sukowetan Village Posyandu Data for 2023-2025

Data from the Sukowetan Village Posyandu for 2023–2025 shows a significant increase in basic health services for infants and the elderly. In 2023, the number of infants served will increase from 180 to 242. Additionally, by 2025, the number of elderly individuals will rise from 227 to 242 over the same period. Concurrently, in 2023 and 2024, the number of health workers will total 25. Meanwhile, by 2025, the number of health workers will increase to 35. Thus, the increase in the number of health workers reflects the strengthening of human resource capacity to support the growing need for community health services. This reflects that the situational leadership of the Posyandu coordinator in Sukowetan Village has successfully encouraged the active participation of mothers of toddlers and the elderly in Posyandu activities, thereby maintaining and improving the quality of health services at the hamlet level in an equitable and sustainable manner. This improvement indicates that situational leadership not only increases participation but also strengthens institutional capacity at the Posyandu level.

Conclusion

Based on the analysis results, it can be concluded that the situational leadership style in promoting participation among mothers of toddlers is appropriate to implement and has been carried out efficiently and effectively. Based on the four indicators proposed by Hersey and Blanchard, the head of the Posyandu cadre in Sukowetan Village has successfully applied situational leadership effectively to increase the participation of mothers of toddlers. By employing leadership styles ranging from telling, selling,

Situational Leadership of the Head of the Sukowetan Village Posyandu Cadre in Trenggalek in Enhancing the Participation of Mothers of Toddlers

participating, to delegating, the cadre leader was able to gradually optimize the involvement of mothers of toddlers in accordance with on site needs and conditions. This adaptive and communicative approach not only increased the attendance of mothers of toddlers at Posyandu activities but also fostered a sense of responsibility, enthusiasm, and independence among them, enabling these mothers to play an active role in the implementation of child health programs. Furthermore, the annual increase in data volume indicates that the role of the Posyandu cadre leader in situational leadership has been carried out effectively and efficiently. Thus, it promotes the realization of inclusive, high-quality, and sustainable village health services. This study has several limitations. First, the study was conducted in only one village, so the results cannot be widely generalized. Second, the number of informants was limited. Third, this study relies on qualitative data, which is subjective.

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Disclosure statement

The authors declare that there are no conflicts of interest regarding the publication of this research. This research was conducted objectively without any financial, personal, or institutional interests that could influence the results or interpretation of the research findings.

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Situational Leadership of the Head of the Sukowetan Village Posyandu Cadre in Trenggalek in Enhancing the Participation of Mothers of Toddlers

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