



## **ANALYSIS OF THE INFLUENCE OF ORGANIZATIONAL TRUST, WORK ENVIRONMENT, AND SOCIAL CAPITAL ON THE PERFORMANCE OF EXCLUSIVE BREASTFEEDING PROGRAM AT THE SURABAYA CITY HEALTH CENTER**

**Sugeng Agustyoko, Talia Puspita Adianti, Thinni Nurul Rochmah**

Public Health Faculty, Universitas Airlangga, Surabaya, Indonesia

Corresponding Email: [sugeng.agustyoko-2023@fkm.unair.ac.id](mailto:sugeng.agustyoko-2023@fkm.unair.ac.id)

ABSTRACT	Keywords
The Surabaya City Health Center's exclusive breastfeeding program has not met its 72.5% target from 2018-2021. A study analyzing the impact of organizational trust, work environment, and social capital on the program's performance revealed that most factors were unfavorable. The study found that trust, work environment, and social capital significantly impacted the process performance of the breast milk work team. The study concluded that these factors significantly impacted the achievement of the exclusive breastfeeding program. To improve the program's success, the Health Office suggested training breast milk counselors for the team and evaluating the consolidation mechanism. The Community Health Center also distributed tasks evenly, awarded the team, and proposed a budget for funding program activities. The findings highlight the need for improved support for exclusive breastfeeding programs in Surabaya.	<b>Organizational Trust, Work Environment, Social Capital, Performance, Exclusive Breast Feeding</b>

## **INTRODUCTION**

One of the efforts that can be made to achieve nutritional status is to start by realizing the golden period, namely during infancy and childhood, during this period is a period that requires appropriate nutritional intake so that it is expected to grow and develop optimally (Marlina, 2021). According to the UNICEF Conceptual Framework (2021), there are 3

main factors that cause malnutrition in children under five, namely unbalanced food intake, low birth weight (LBW) and history of illness.

According to WHO (2017), the average rate of exclusive breastfeeding in the world is around 38%. In Indonesia, although 96% of women breastfeed their children, only 42% of babies under 6 months of age receive exclusive breast milk (Indonesian Ministry of Health, 2018). In

2018-2021, the Indonesian Central Bureau of Statistics stated that the achievement of exclusive breastfeeding still had not reached the national target of 80% with successive achievements of 44.4%, 66.7%, 69.9% and 71.6% (BPS RI, 2021).

East Java Province for the last 4 years 2018-2021 based on reports from the Central Statistics Agency, the percentage of babies aged less than 6 months who received exclusive breast milk was 40.8%, 68.7%, 66.9% and 69.6% in 2021 ( Central Statistics Agency, 2021).

### METHODS

This research is an observational survey research, that is, data or information is collected without intervention or treatment on the population. This type of research is quantitative research that uses questionnaires to measure the variables studied. The design of this research is cross sectional, that is, data collection is carried out once at a certain time period and simultaneously on the variables studied.

Research data collection began from January to August 2023. The research location was carried out at the Surabaya City Regional Health Center.

Primary data collection is carried out through interviews and questionnaires that have been provided, where the research instruments are tested first so that they have validity and reliability in accordance with the requirements of the research instruments that have been determined and then analyzed statistically. The trial was carried out on 20 ASI work teams at the Surabaya City Health Center. The list of 20 community health centers that were sampled in the validity and reliability test were Peneleh, Gayungan, Siwalankerto, Jemursari, Keputih, Bangkingan, Pakis, Ketabang, Simolawang, Tanjungsari, Wall Dukuh, Made, Jagir, Benowo, Sawahan, Jeruk, Dupak, Lontar, Wiyung, Tambakrejo. Validity test by

calculating Pearson correlation and reliability test using Cronbach's alpha.

Secondary data collection on the achievements of the exclusive breastfeeding program was carried out using the Surabaya City Health Service Report for 2021 and 2023.

### RESULTS

#### The Influence of Organizational Trust, Work Environment, Social Capital on Process Performance of the ASI Work Team at Surabaya City Health Centers in 2023

Environment and social capital on the process performance of the ASI work team at the Surabaya City Health Center.

Table 1. The Influence of Organizational Trust, Work Environment, Social Capital on the Process Performance of the Breastfeeding Work Team in the Exclusive Breastfeeding Program at the Surabaya City Health Center

N	Indepen den Variabel	Depende n Variabel	β	p	R - Squ are	Inform ation
1	<i>Organiz ational Trust</i>	ASI Work Team	0,5 61	0, 01 3	0,72 9	Influent ial
2	<i>Work Environ ment</i>	Process Perfor mance	0,2 49	0, 03 6		Influent ial
3	<i>Social Capital</i>		0,5 88	0, 00 0		Influent ial

The research results show that organizational trust, work environment, and social capital have a significant effect on the process performance of the ASI work team. The significance value of the three variables obtained is organizational trust of 0.013 ( $p < 0.05$ ), work environment of 0.036 ( $p < 0.05$ ) and social capital of 0.000 ( $p < 0.05$ ). Apart

from that, from input performance to process performance we can also see the overall influence of input performance to output. The influence of the performance of the ASI work team process on the achievements of the exclusive breastfeeding program at the Surabaya City Health Center.

Table 2. The Influence of Organizational Trust, Work Environment, Social Capital on Process

	NIndependent o en Variabel	Dependen Variabel	$\beta$	p	Informat ion
1	Team Process Performa nce	Giving program Achievem ents breast milk	1,9 57	0,0 11	Influenti al

The research results show that the process performance of the ASI work team has a significant effect on the achievements of the exclusive breastfeeding program. The significance value obtained was 0.011 ( $p < 0.05$ ).

### Determining Strategic Research Issues

Strategic issues are research results that have a (significant) influence with  $p < 0.05$  and are based on variables with values in the categories very bad and bad, weak and very weak, and very bad and not good  $> 20\%$ . From the results of this research, we then look for the most crucial dimensions to be handled for each variable.

## DISCUSSION

### Organizational Trust ASI Work Team

The research results show that 17 of the 35 Community Health Centers in Surabaya City on the organizational trust variable are still in the very poor and poor categories. This is due to problems in giving awards which the ASI work team has not yet achieved when achieving its best performance.

According to Syafiq (2021) states that awards are a form of recognition for certain achievements given in material or non-material form given by organizations or institutions to individuals or teams so that they can work with high motivation and can achieve the desired goals.

Apart from the 2 dimensions that influence organizational trust in the bad category, there are 3 dimensions that make organizational trust in the Community Health Center have a good category, namely openness and honesty, reliability and identification. Openness and honesty explains the openness and honesty of the Community Health Center to be able to provide information regarding decisions in implementing the exclusive breastfeeding program. Honesty in providing information provided by the Puskesmas management and the ASI work team is in the good category. This is because the Puskesmas management can easily communicate with the ASI work team if there are problems regarding the ASI feeding program.

One form of increasing competency can be done by organizing training as a breastfeeding counselor. However, increasing training competency as a breastfeeding counselor requires quite large funds and a long time. So not all of the ASI work team received this training due to limited funds and time.

### Work Environment ASI work Team

This is supported by Tongun (2019) who states that training is an effective way to improve the competence of health workers and is reinforced by Kowara (2020) who states that the low achievement of breastfeeding is caused by a lack of competence of health workers in providing breastfeeding care. This is caused by the lack of opportunities for health workers to receive refresher training ASI support practices, apart from the large amount of

funds for training, the training period is also very long, so it is difficult for institutions to provide training permits for officers because the organization is very short of officers. So from the explanation above, it is hoped that the Surabaya City Health Service can propose training for breast milk counselors to the East Java Provincial Health Service, the Ministry of Health and several organizations providing breast milk counselor training, namely the Indonesian Lactation Center Foundation (SELASI), the Indonesian Perinatology Association (PERINASIA), the Association of Breastfeeding Mothers. Indonesia (AIMI) to be able to provide training as ASI counselors to health workers in a less time consuming, more affordable and simpler manner, so that the training can be attended by the entire ASI work team without setting a quota.

This is in line with research conducted by Dahlius (2016) which states that work facilities are tools that can be used by employees to complete one or several jobs that are their responsibility. The existence of adequate and complete facilities can be an incentive for workers because it can lighten their workload. With the availability of work facilities in the form of complete work support facilities and infrastructure, employees tend to have high work enthusiasm in carrying out the work assigned to them. The implications of these conditions will be optimal employee performance and support smooth work. Unsupportive work facilities can also affect a person's work atmosphere so that it can affect their performance (Sesunan and Basit, 2013).

This also happened at the Mabelopura Community Health Center, Palu City in research by Hermiyanty (2017) which stated that more than 50% of health workers at the Community Health Center considered that the available working environment conditions were not able to

support the work activities they carried out. Apart from that, it also has a negative impact on the performance of employees at the Community Health Center. The Head of the Community Health Center who experienced this stated that if there were infrastructure facilities that were experiencing problems and needed to be repaired, the purchase would be carried out in consolidation first. This is reinforced by the results of the FGD that has been carried out that the cause of the problems that occur at the Community Health Center is that the Community Health Center is already a BLUD but if there are infrastructure facilities that experience problems and must be repaired, they are purchased by consolidation first, while the consolidation must go through a mechanism/flow that is in accordance with the provisions. So these provisions create obstacles, namely the time is longer and you have to wait longer.

### **Social Capital ASI Work Team**

The results of this research show that social capital in 17 of the 35 Community Health Centers in Surabaya City is still in the very weak and weak category. This is due to the lack of communication problems developed by the ASI work team in distributing the workload unevenly at the Community Health Center. The ASI work team consists of nutrition officers, health promotion officers, coordinating midwives, sub-district midwives and doctors in charge of MCH. So if there is a problem in unequal distribution of the workload, it can cause weak trust within the team. This is reinforced by the results of the FGDs that have been carried out, that the cause of trust problems that occur in several Community Health Centers is that there is still no single vision and mission or one voice. If I do this it will affect others. So there are still those who work individually and don't have the same targets.

This is reinforced by Burton and Obel (2018) who state that the suitability between the structure of the division of tasks in the organization and its coordination must be determined beforehand or how to make these tasks work together so that the expected organizational performance can be realized. For this reason, each division or level of position should be equipped with a clear job description with authority and responsibility in accordance with organizational standards. Having a job description will facilitate the coordination process between members of the organization which creates work harmony so that there is no confusion and overlapping of work.

According to Presidential Regulation no. 72 of 2021 concerning the Acceleration of Reducing Stunting states that exclusive breastfeeding is one of the efforts that can reduce stunting. So it is hoped that with this, coordination can be carried out again with relations outside the Community Health Center to make the exclusive breastfeeding program also a form of program in an effort to reduce stunting. This is reinforced by Nainggolan, Johannes and Rosita, (2022) who state that one of the problems when organizing is a lack of coordination in work programs. Good performance can be seen if those in the organization coordinate with each other. If they cannot coordinate with each other, it can have a negative impact on members in the organization.

#### **ASI Work Team Process Performance**

Performance is a work behavior or work result that can be achieved by a person both in quality and quantity in an organization over a certain period of time in accordance with carrying out the duties and responsibilities given. Program performance is related to the extent to which the activities in the program have been implemented so

that they can achieve the objectives of the program.

The community needs an exclusive breastfeeding program, but there are many incorrect perceptions about breastfeeding. As an effort to increase the attainment of exclusive breastfeeding, the Community Health Center carries out work to increase the attainment of breastfeeding in order to prevent stunting. The form of performance carried out by the ASI work team at the Community Health Center is process performance. The performance of the ASI work team process carried out in the exclusive breastfeeding program includes breastfeeding counseling services, assistance with breastfeeding, providing breast milk cooking demonstrations and monitoring and home visits.

The results of this research show that the process performance at 20 of the 35 Community Health Centers in the City of Surabaya is still not running well. This is due to problems in monitoring and home visits. The ASI work team in carrying out monitoring activities and house visits is rarely successful because there is a Puskesmas work area with elite housing. This is difficult to do because when the ASI work team knocks on the door it is difficult to open and enter, besides that from year to year monitoring activities and home visits cannot be carried out because they cannot be knocked.

As an effort to carry out monitoring activities and house visits, the Community Health Center implemented a strategy that the ASI work team would collaborate with KSH (Great Surabaya Cadres) to knock on houses that could not be reached. This is supported by Ronoatmodjo (2009) who states that home visits that are hampered by health facility services can be carried out with assignments adjusted to the availability of officers. If there are no or insufficient health workers and cannot carry

out this strategy, involve community workers or other colleagues.

The second largest percentage that supports the process performance is still not running well is the provision of breast milk cooking demonstrations. There is still a breastfeeding work team at the Surabaya City Health Center that has not carried out program activities in the form of cooking demonstrations to increase breast milk intake. The program providing cooking demonstrations consists of innovative activities, namely planting Moringa leaf plants which are useful for increasing breast milk intake.

Apart from the two dimensions that make the process performance run poorly, there are two other dimensions that make the process performance run well, namely breastfeeding counseling services and assistance with breastfeeding. Breastfeeding counseling services are always carried out by the ASI work team when mothers come to the Community Health Center or when providing counseling outside the Community Health Center, namely by providing information to mothers regarding exclusive breastfeeding. Apart from that, providing information on how to care for the breasts to mothers so that breast milk remains smooth, the breasts do not become blocked, and always provides encouragement and motivation to mothers to provide exclusive breastfeeding. According to Anita (2017) states that one of the efforts to increase exclusive breastfeeding can be done through promotional activities by providing counseling or counseling from an early age. Apart from that, the intensity of counseling is also a factor that influences the increase in mothers' knowledge of Get information that can support exclusive breastfeeding. Apart from breastfeeding counseling services, assistance with breastfeeding is also really needed by

mothers on how to breastfeed properly and correctly.

### **Achievements of the Exclusive Breastfeeding Program**

The achievements of the exclusive breastfeeding program at the Surabaya City Health Center still do not meet the standards set at 77.1% compared to the standards set by the Ministry of Health at 80%. The results of the exclusive breastfeeding program are based on 4 assessment categories, namely very high (90-100%), high (80-89.9%), medium (65-79.9%) and low (<65%).

The research results showed that 13 of the 35 Community Health Centers in Surabaya City had low achievement. The achievements obtained by the 13 Community Health Centers were due to the process performance carried out by the ASI work team not running optimally. Apart from that, it is also influenced by the work area of the Community Health Center which has maternal factors such as inadequate knowledge, culture, attitudes and family support, so that this supports the target not being achieved in accordance with the established standards. This is supported by research by Sinaga and Siregar, (2020) which states that there are several factors that can cause the achievement of exclusive breastfeeding to be low, namely the absence of family support, the absence of assistance from health workers, the mother's low knowledge and attitudes, and culture that has been passed down from generation to generation. Low coverage of breastfeeding is a threat to children's growth and development which will affect the growth and development of the quality of Human Resources (HR) in general because 80% of a child's brain development begins when they are still in the womb until the age of 3 years, which is known as the golden period (Kurniawan, 2013).

## **The Influence of Organizational Trust, Work Environment, and Social Capital on the Process Performance of the ASI Work Team at the Surabaya City Health Center**

The results of the research that has been conducted show that organizational trust has an influence on the process performance of the ASI work team at the Surabaya Community Health Center. This explains that changes in the level of trust of the organization, namely the Surabaya City Health Center, towards the ASI work team can have an impact on the process performance of the ASI work team in the exclusive breastfeeding program.

Setiawan et al., (2016) also explained that trust given by an organization can directly have an impact on improving performance. The trust given by an organization to individuals or groups can provide optimal services in accordance with the goals to be achieved (Singh and Desa, 2018).

Several other studies state that a company needs to provide an appropriate and comfortable work environment according to the needs of workers in order to reduce the stress level of workers in completing work, so that the resulting performance can also be maximized and show improvement for the better (Hamid, 2015). Apart from that, Jayaweera (2015) also stated that workers can work more optimally when providing the working environment and conditions and providing work facilities that support employee performance.

## **CONCLUSION**

Conclusions that can be drawn based on the results of the research that has been carried out are as follows:

1. Organizational Trust in the ASI work team is mostly in the poor category. Based

on the organizational trust dimension, the ASI work team at the Community Health Center has good openness and honesty, reliability and identification, while competence and concern for employees are still not good.

2. The work environment in the ASI work team is mostly in the bad category. Based on the work environment dimension, the ASI work team at the Community Health Center has good relationships with colleagues, while the working atmosphere and availability of work facilities are still not good.

3. Social Capital in the ASI work team is mostly in the weak category. Based on the social capital dimension, the ASI work team at the Community Health Center has reciprocity and mutuality, shared norms of behavior and a strong sense of commitment and belonging, while trust and social networks are still weak.

4. Most of the ASI work team's process performance is still not going well. Based on the process performance dimensions, the ASI work team at the Community Health Center has good breastfeeding counseling services and breastfeeding assistance, while providing breast milk cooking demonstrations and monitoring and home visits are still not good.

5. The achievement of the exclusive breastfeeding program at the Surabaya City Health Center in the first quarter of 2023 was 37.1%, still below the Ministry of Health's standards.

6. Organizational trust, work environment, and social capital influence the process performance of the ASI work team in achieving the achievements of the exclusive breastfeeding program at the Surabaya City Health Center.

7. The performance of the ASI work team process influences the achievements of the exclusive breastfeeding program at the Surabaya City Health Center.

8. Recommendations for increasing the achievements of the exclusive breastfeeding program for the ASI work team at the Surabaya City Health Center, namely:

a. For the Health Service: Training of ASI counselors for Puskesmas ASI work teams who are not yet ASI counselors, evaluating the tool consolidation mechanism by ensuring that the tool mechanism process can be faster.

b. For Puskesmas: Dividing the workload evenly among all members of the ASI work team, giving awards to the ASI work team, forming a strategy for monitoring activities and home visits with KSH so that they can reach all Puskesmas work areas, and procuring a budget for exclusive breastfeeding program activities at the Puskesmas.

## REFERENCES

Marlina (2021). Factors Associated with the provision of complementary foods for breast milk to babies aged 0-6 months in the working area of the July Health Center, Bireuen Regency. *Journal of Health and Society (KeFis Journal)*, Vol 1(No 4), pp.103–108.

UNICEF (2021). Conceptual Framework on Maternal and Child Nutrition. *Nutrition and Child Development Section, Programme Group 3 United Nations Plaza New York, NY 10017. USA*. pp. 2–3. Available at: [www.unicef.org/nutrition](http://www.unicef.org/nutrition).

WHO (2017) *Exclusive Breastfeeding For Optimal Growth, Development and Health of Infants*. pp. 1-21.

Indonesian Ministry of Health (2018) 'Preventing Stunting, It's Important.', Data and Information Center, Indonesian Ministry of Health, pp. 1–27. Available at: <https://www.kemkes.go.id/download.php?file=download/pusdatin/buletin/Buletin-Stunting-2018.pdf>.

BPS (2021) Percentage of Babies Aged Less Than 6 Months Who Get Exclusive Breast Milk by Province, 2019-2021, <https://www.bps.go.id/indicator/30/1340/1/persentase-bayi-usia-kurang-dari-6-bulan-who-get-exclusive-breast-feeding-according-province.html>. Available at: <https://www.bps.go.id/indicator/30/1340/1/persentase-bayi-usia-kurang-dari-6-bulan-yang-mendapatkan-asi-eksklusif-menurut-province.html>.

Syafiq, S.S. (2021). The Influence of Motivation, Reward and Punishment on Employee Performance (Case study of the Puspita Bandar Lampung Beauty Clinic). *Saburai Journal of Management Sciences (JIMS)*. 7(1). pp. 57–66. doi: 10.24967/jmb.v7i1.1070.

Tongun, J. B., Tumwine, J.K., Ndeezi, G., Sebit, M.B., Mukunya, D., Nankunda, J., Tylleskar, T. (2019). The effect of health worker training on early initiation of breastfeeding in south Sudan: A hospital-based before and after study. *International Journal of Environmental Research and Public Health*, 16(20). pp. 1–9. doi: 10.3390/ijerph16203917.

- Kowara, M. Oktaviana, B., Lubis, D.S., Crosita, Y.(2020) 'Dalam Memberikan Dukungan Menyusui Di Masa Pandemi Covid-19', *IAKMI Jurnal Kesehatan Masyarakat Indonesia*, 1(3), pp. 121–130. Available at: <http://jurnal.iakmi.id/index.php/IJKMI>.
- Dahlius, A., Ibrahim, M. (2016). Pengaruh Fasilitas Kerja terhadap Kepuasan Kerja Karyawan pada PT. Bank RiauKepri Cabang Teluk Kuantan Kabupaten Kuantan Singingi. *Jurnal Penelitian Pendidikan Guru Sekolah Dasar*. 3(2).pp. 1–13.
- Sesunan, D., Basit, A. (2013).Pengaruh Sarana Prasarana Kerja Dan Kompensasi Terhadap Kinerja Pegawai. *Jurnal Manajemen Visionist*, 2(2), pp. 63–74. Available at: <http://jurnal.ubl.ac.id/index.php/jmv/article/download/676/653>.
- Hermiyanty, H., Wandira, B. A., Dewi, S. (2017). The Relationship between Leadership and Work Environment and Employee Performance at Mabelopura Community Health Center, South Palu District, Palu City. *Preventive: Journal of Public Health*, 8(April). pp. 21–25.
- Burton, R.M., Obel, B. (2018). The science of organizational design: fit between structure and coordination. *Journal of Organization Design*. 7(1). pp. 2–13. doi: 10.1186/s41469-018-0029-2.
- Nainggolan, M.U., Johannes, J., Rosita, S. (2022) 'The Effect of Coordination on Performance with Satisfaction as an Intervening Variable'. *Journal of Applied Management and Finance*, 10(02), pp. 341–353. doi: 10.22437/jmk.v10i02.13172.
- Ronoatmodjo, S. (2009). Kunjungan Rumah Pasca Persalinan, Sebuah Strategi Meningkatkan Kelangsungan Hidup Neonatal', *Kesmas: National Public Health Journal*, 4(2), p. 51. doi: 10.21109/kesmas.v4i2.187.
- Sinaga, H. T., Siregar, M. (2020). Literature review: Factors causing low coverage of early initiation of breastfeeding and exclusive breastfeeding. *ACTION: Aceh Nutrition Journal*, 5(2), p. 164. doi: 10.30867/action.v5i2.316.
- Kurniawan, B. (2013). Determinants of Success in Providing Exclusive Breast Milk. *Brawijaya Medical Journal*, 27(4), pp. 236–240. doi: 10.21776/ub.jkb.2013.027.04.11.
- Setiawan, B. M. Putrawan, I.M., Murni, S., Ghozali, I. (2016). Effect of Organizational Structure, Leadership and Trust on Job Performance of Employees: A Case Study on Employees at Famous Universities. *International Review of Management and*

Marketing, 6(4), pp. 711–712.

Singh, K., Desa, Z. M. (2018). Organizational Trust And Job Performance: A Study Of Land And Survey Department. *International Journal of Academic Research in Business and Social Sciences*, 8(11), pp. 1954–1961. doi: 10.6007/ijarbss/v8-i11/5559.

Hamid, N., Hassan, N. (2015). The Relationship Between Workplace Environment and Job Performance in Selected Government Offices in Shah Alam, Selangor. *International Review of Management and Business Research*. 4(3). pp. 845–851. Available at: [www.irnbrjournal.com](http://www.irnbrjournal.com).

Jayaweera, T. (2015). Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England. *International Journal of Business and Management*. 10(3). pp. 271–278. doi: 10.5539/ijbm.v10n3p271.