

Assessing the organizational performance of the Indonesian Midwife Association

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Abstract

Purpose: This research aims to determine the performance of the Indonesian Midwives Association, especially for the central region, including provincial and branch levels, following the International Confederation of Midwives Global Standards. **Methods:** The rapid survey method was conducted from November to December 2023. The self-assessment is carried out using an instrument developed in 2020, an adaptation of the Member Association Capacity Assessment Tool (MACAT). MACAT consists of 7 sections, 15 components, and 68 statements. Various levels of the Indonesia Midwives Association at provincial and branch levels, including the central region, complete the assessment. Organizational performance assessment is based on management level, system approach indicators, and 15 components. **Results:** The IBI district management in each province in the central region mostly has a percentage of above-average organizational performance achievements. Central Sulawesi has the highest performance percentage, while Gorontalo province has the lowest rate of organizational performance. Organizational performance is based on the system approach indicators; 3 out of 4 indicators are above average, and the outcome is the lowest. The distribution of the performance assessment of the PC IBI management organization in each province according to the system approach indicators showed that the results were mostly above standard. The organizational performance assessment based on the overall system approach indicators shows that Central Sulawesi Province is in the highest position, while NTT is in the lowest position. Based on the achievement of all components of organizational performance, South Kalimantan has the highest achievement, while NTT has the lowest achievement. Among 15 components of organizational performance assessment five components are below average (sustainability, communication, impact of policy advocacy, infrastructure & information systems, and finance). **Conclusion:** In general, 12 provinces in the central region received ratings above the standard based on average. Provinces whose scores are below standard are expected to make improvements based on the evaluation and feedback provided. The results of the organizational performance assessment can be formulated into strategic recommendations for the future development of the IBI organization.

Keywords: assessment; MACAT; midwives association; performance

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INTRODUCTION

Organizational performance is critical for professional associations to achieve their missions and deliver high-quality services [1]. Effective organizational management ensures the optimal use of resources, adaptation to external changes, and alignment with strategic goals. Performance measurement provides feedback on an organization's strengths and areas for improvement, facilitating operational excellence and decision-making. For professional associations like the Indonesian Midwives Association (IBI), a systematic approach to assessing performance enhances their ability to fulfill their mission of supporting members and improving public health outcomes [2].

The Indonesian Midwives Association (IBI), founded in 1951, is a significant professional body comprising over 302,000 members, with a management structure that spans national, provincial, and regency levels. As a key institution for midwifery in Indonesia, IBI is vital in supporting midwives' professional development and ensuring high-quality reproductive and maternal health services [3]. However, given its scale and complexity, IBI must continuously develop its organizational capacity to align with global standards and effectively manage its resources, programs, and strategic goals [1].

Understanding the association's ability to meet global standards, support its members, and adapt to changing healthcare demands is essential for its development. Existing assessments, such as those using the Member Association Capacity Assessment Tool (MACAT), have provided valuable insights [12][13]. MACAT is a tool that gives insight into and guidance on the organizational structure of an Association. MACAT is an instrument that focuses on assessing the operational capacity of the organization [4]. The International Confederation of Midwives (ICM) comprises many Midwifery Associations (MAs), and part of the organization's goal is to provide support and guidance for these representatives worldwide, including IBI. Strengthening Midwives Associations by Redesigning the MACAT [5]. This study is needed to identify gaps, inform strategic planning, and ensure the sustainability of IBI's contributions to midwifery and public health. This study aims to evaluate the organizational performance of the Indonesian Midwives Association (IBI) in the central region, including provincial and branch levels, based on the International Confederation of Midwives (ICM) Global Standards [6].

METHODS

Organizational performance assessment is carried out using a rapid survey method. This survey was conducted from November to December 2023. Organizational performance is evaluated based on three things, namely management level, system approach indicators, and 15 assessment components. This survey employed a self-assessment using an instrument adapted in 2020 from the Member Association Capacity Assessment Tool (MACAT).

Adapted MACAT consists of 7 sections, 15 components, and 68 statements. The seven sections in the adapted MACAT are governance, management practices, leadership, financial resource management, functions, collaboration, partnerships and networks, visibility, media relations, and sustainability. The 15 components in the adapted MACAT are human resources, finance, legality, infrastructure & information systems, vision, mission, & organizational values, organizational goals & strategies, administrative policies & Standard Operating Procedures (SOPs) of the organization, management, communication, professionalism of member services, service quality control, collaboration and networking, visibility, and media relations, the impact of policy advocacy, and sustainability [1].

Organizational performance is also evaluated based on system approach indicators, including input, process, output, and results, which are detailed below. Input consists of 6 components: human resources, finance, legality, infrastructure & information systems, vision, mission, & organizational values, and organizational goals & strategies. The process consists of 3 components: administrative policies & Standard Operating Procedures (SOPs) of the organization, management, and communication. Output consists of 4 components: professionalism of member services, service quality control, collaboration and networking, visibility, and media relations. The outcome consists of 2 components, including the impact of policy advocacy and sustainability.

Adapted the board must fill MACAT according to the following criteria: score 3: If the quality performance of each parameter/item measured meets all elements of the assessment item descriptor so that it exceeds the standard, score 2: If the quality performance of each parameter/item measured meets some aspects of the assessment item descriptor indicating compliance with the standard, and score 1: If the quality performance of each parameter/item measured does not meet the elements of the assessment item descriptor so that it has not met the standard.

The assessment is covered by provincial and district within the central region of the Indonesian Midwives Association (IBI). An online orientation session was conducted before the assessment to ensure a proper understanding of the instrument, involving representatives from central, provincial, and district management. Provincial and district management completed the assessment independently, and then central management analyzed the data. Based on the analysis results, feedback and recommendations were provided to provincial and branch levels for evaluation and improvement.

The 2023 performance assessment in this study focused on the central region, which comprises 12 provinces: Bali, Gorontalo, South Kalimantan, East Kalimantan, North Kalimantan, NTB, NTT, West Sulawesi, South Sulawesi, Central Sulawesi, Southeast Sulawesi, and North Sulawesi. Organizational performance was evaluated based on management levels, system approach indicators (input, process, output, and outcome), and 15 assessment components, including human resources, finance, infrastructure, and quality control. This study adhered to the ethical principles outlined in the Declaration of Helsinki for medical research involving human subjects [7].

RESULTS

Table 1. Organizational performance assessment based on management levels per province (12 provinces)

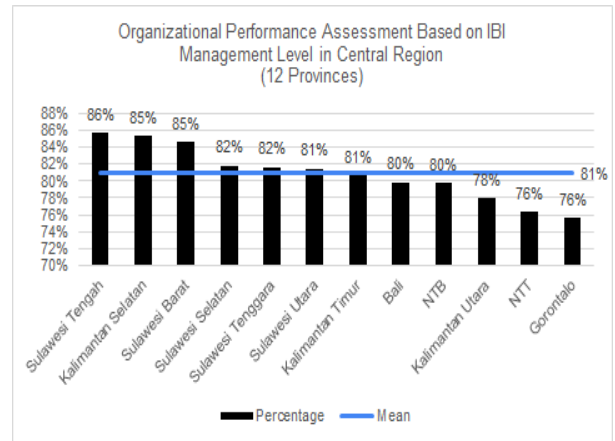
Province	Member size (December 2023)	Performance assessment result
Bali	7,142	79.85
Gorontalo	2,152	75.65
Kalimantan Selatan	7,609	85.33
Kalimantan Timur	6,262	80.64
Kalimantan Utara	1,651	78.04
NTB	8251	79.75
NTT	10,885	76.29
Sulawesi Barat	3,696	84.64
Sulawesi Selatan	20,859	81.82
Sulawesi Tengah	6,436	85.70
Sulawesi Tenggara	7,811	81.66
Sulawesi Utara	2,593	81.46
Mean		80.90

Table 1 shows that most provinces have a percentage of organizational performance achievement above the average value, while five provinces have an IBI organizational performance level below the average (80,90%). The province with the most significant number of members is South Sulawesi, and the province with the fewest is North Kalimantan. South Sulawesi, with the largest number of members, has

lower performance assessment results (81,82%) than Central Sulawesi, with fewer members, but is in the highest position of performance achievement (85,70%).

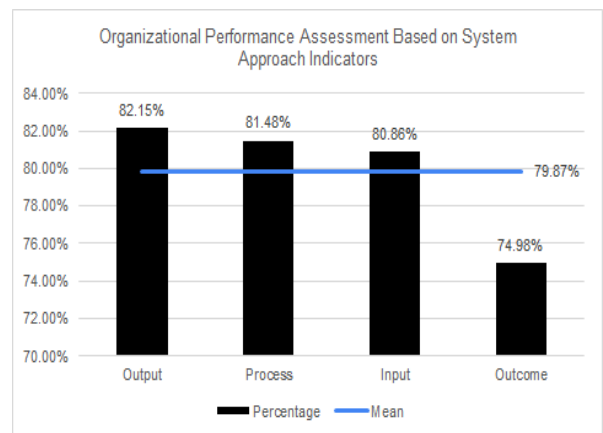
The sequence of performance achievements can be seen in Figure 1. Figure 1 illustrates that Central Sulawesi has the highest performance percentage, while Gorontalo province has the lowest percentage of organizational performance.

Figure 1. Organizational performance assessment based on management levels per province (12 provinces)



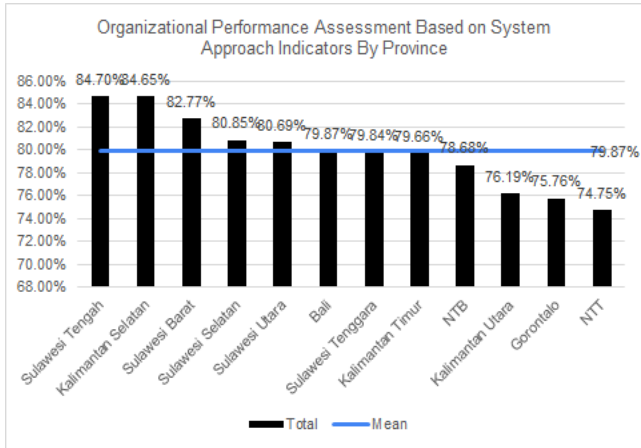
The results of the organizational performance assessment based on the overall system approach indicators are shown in Figure 2. Organizational performance is based on the system approach indicators, and 3 out of 4 indicators, namely input, process, and output, are above average. Output has the highest value (82.14%), and the outcome is the lowest (74.98%).

Figure 2. Organizational performance assessment based on system approach indicators



In assessing organizational performance based on the overall system approach indicators, more than half (6 provinces) are below average (79.87%), as seen in Figure 3. Central Sulawesi Province is in the highest

Figure 3. Organizational performance assessment based on system approach indicators by province



position (84.70%), while NTT is in the lowest position (74.75%).

The distribution of system approach indicators in the results of organizational performance assessments can be seen in Table 2, which shows that the average for most indicators is above 80%. In each province, the achievement of each indicator varies quite a bit. The details of the results of this survey can also be seen in Figures 4 (input), 5 (process), 6 (output), and 7 (outcome). Five provinces are below the average input indicator (80.9%); Central Sulawesi is at the top, and Gorontalo is at the bottom. For the process indicator, there are seven provinces below the average (81.48%), South Kalimantan is at the top, and NTT is at the bottom. Five provinces are below the average output indicator (82.15%), West Sulawesi is at the top, and Gorontalo is at the bottom. Meanwhile, six provinces are below the outcome indicator (74.98%), South Kalimantan is at the top, and North Kalimantan is at the bottom.

Table 2. Organizational performance assessment based on system approach indicator (n=12)

Province	Input	Process	Output	Outcome
Bali	83.04	78.77	78.33	79.37
Gorontalo	74.27	79.26	74.90	74.60
Kalimantan Selatan	86.23	86.50	85.28	80.59
Kalimantan Timur	77.02	80.89	84.07	76.67
Kalimantan Utara	77.19	77.78	81.23	68.57
NTB	80.70	79.33	80.86	73.81
NTT	74.88	76.16	79.35	68.61
Sulawesi Barat	85.09	85.56	86.63	73.81
Sulawesi Selatan	81.58	83.98	82.46	75.40
Sulawesi Tengah	86.99	85.74	86.32	79.76
Sulawesi Tenggara	82.04	81.18	84.17	71.99
Sulawesi Utara	81.34	82.63	81.15	76.62
Means	80.9	81.5	82.2	78.9

Figure 4. Distribution of organizational performance assessment based on system approach indicators in 12 provinces in central Indonesia (input)

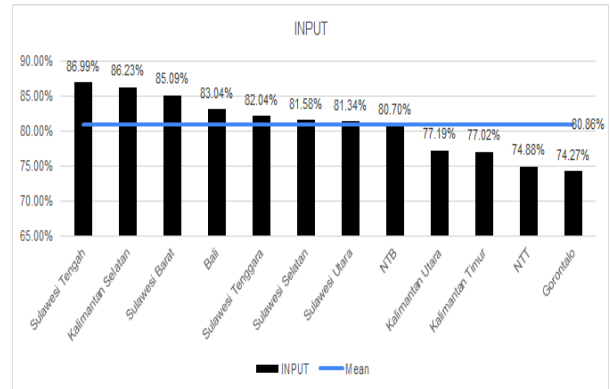


Figure 5. Distribution of organizational performance assessment based on system approach indicators in 12 provinces in central Indonesia (process)

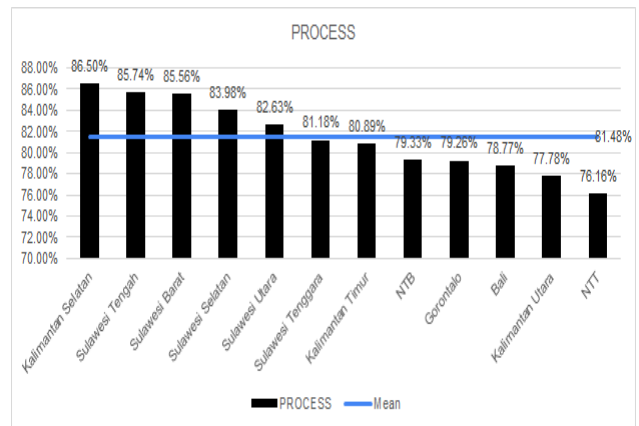


Figure 6. Distribution of organizational performance assessment based on system approach indicators in 12 provinces in central Indonesia (output)

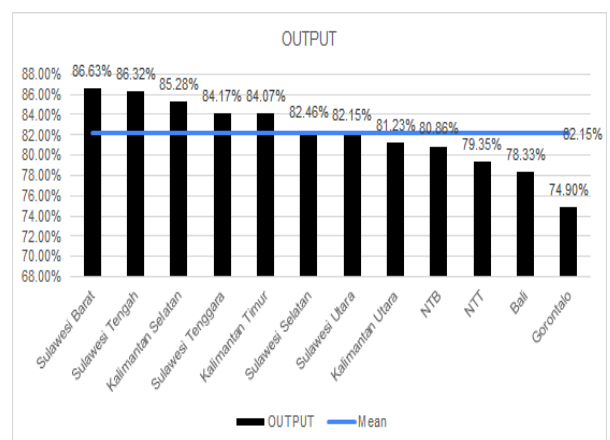
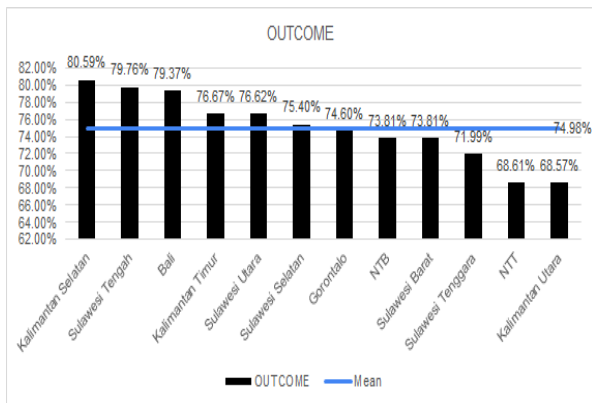


Figure 7. Distribution of organizational performance assessment based on system approach indicators in 12 provinces in central Indonesia (outcome)



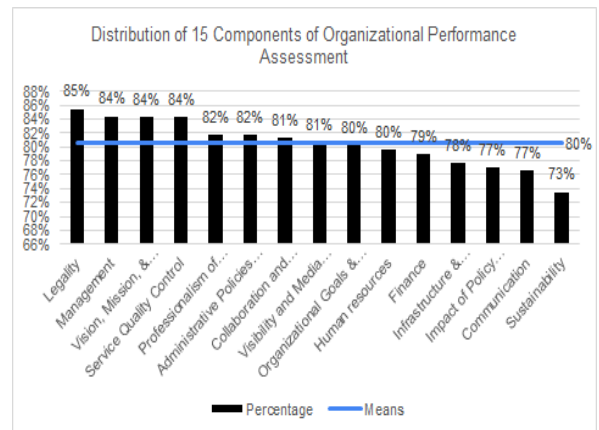
Meanwhile, the achievement of organizational performance assessment in the provinces in the central region, according to 15 components of the assessment instrument, obtained an average of 80.48%. The average value comes from achieving all components (15 components) of organizational performance. As seen in Table 3, the province of South Kalimantan has the highest achievement, while NTT has the lowest achievement. Although most provinces are above average, there are still five provinces that are below average. The performance achievements of the IBI organization in the central region are explained in detail in the next section based on 15 assessment components.

Table 3. Organizational performance assessment based on 15 components of the performance assessment instrument

Province	Member size	An average of 15 components of a performance assessment instrument
Bali	7,142	80.78
Gorontalo	2,152	75.23
Kalimantan Selatan	7,609	85.58
Kalimantan Timur	6,262	79.30
Kalimantan Utara	1,651	77.23
NTB	8,251	79.32
NTT	10,885	75.21
Sulawesi Barat	3,696	83.52
Sulawesi Selatan	20,859	81.53
Sulawesi Tengah	6,436	85.50
Sulawesi Tenggara	7,811	81.30
Sulawesi Utara	2,593	81.31
Mean		80.48

Among the 15 components of organizational performance assessment, as shown in Figure 8, 10 components are above average (80%), in order from the highest value, namely legality (85%), management, vision, mission, & organizational values, service quality control, member service professionalism, administrative policies & Standard Operating Procedures (SOP) of the organization, collaboration and networking, media visibility and relations, organizational goals & strategies, and human resources. However, there are still five components that are below average, in order from the lowest value, namely sustainability (73%), communication, the impact of policy advocacy, infrastructure & information systems, and finance.

Figure 8. Organizational performance assessment based on 15 components of organizational performance Assessment Instruments in 12 Provinces in Central Indonesia



DISCUSSION

In the public sector, organizational capacity has been broadly defined as the government's ability to organize, develop, lead, and control human, financial, physical, and information resources. In the social or non-profit sector, organizational capacity is a set of management practices, processes, or attributes that help an organization fulfill its mission. Research explains that organizational capacity development is generally related to the organization's resources, knowledge, and processes. Staff, infrastructure, technology, and financing are the primary resource capacities of every organization. In addition, strategic leadership, management programs and processes, and networking and linkages with other parties constitute management capacity in the organization [8].

Organizational capacity assessment at each level of IBI management to strengthen the midwife profession as a provider of health strategies in maternal health, child health, reproductive health, and family planning

services in Indonesia. The 2023 organizational performance assessment is the first implementation of an organizational capacity assessment using the updated ICM MACAT instrument. The performance assessment results obtained several essential aspects to consider because they can affect organizational development. Organizational analysis is a diagnostic process that helps to understand organizational performance better. The assessment is to gain more profound knowledge about the causes of organizational weaknesses and identify emerging opportunities [9].

In general, the performance assessment of district management in most provinces is above average, but some are below average and still need attention. The performance of an organization is greatly influenced by the performance of the organization's members and also the role of leadership factors within the organization. The number of members in each province can be associated with organizational performance. It is assumed that if a province has many members, it will perform well because it gets more member contributions than other regions. However, the results of this survey show something different: South Sulawesi has the most members, but it did not get the highest performance position, even though it got results above the regional average (81%). This may be because the more members in a province, the more likely it is that more variations and problems will occur [9].

One of the crucial issues in managing human resources in an organization is measuring members' performance. Performance measurement is essential because it can be known precisely how members perform their functions. The accuracy of members in carrying out their functions will significantly affect overall organizational performance [10].

The performance assessment results of organizations in the central region show that although most provinces are above standard, several provinces are still below standard, so they need attention. Performance management is a strategic approach that can improve individual, team, and organizational performance. Organizational performance's positive and negative aspects will impact the positive and negative aspects of providing quality services to the public [11].

The standards used in interpreting the results of this performance assessment are determined based on the average value of participating provinces. The standard value can be affected if provinces are added or subtracted. A more in-depth study is needed to determine standards that will be used as a reference to maintain the consistency of the assessment results. Essential performance appraisals are also required to

protect the organization or members from legal processes [2].

By utilizing the updated Member Association Capacity Assessment Tool (MACAT), ICM members can identify priorities for organizational strengthening. [12]. The ability of an individual professional association to fulfill its role as a professional organization depends on its organizational capacity. Therefore, assessing association capacity is essential in creating strong, mission-driven, well-managed, and results-oriented associations capable of selecting and implementing context-specific maternal, newborn, and child health projects [4].

Based on the results of this organization's performance assessment, it is necessary to improve the outcome indicators. Performance assessment results from a systematic assessment based on group activity performance indicators in input, output, results, and benefits and impacts indicators [2].

Research explains that performance measurement describes information or feedback on activities related to meeting strategic goals and customer expectations, ensuring that efficiency and quality can be improved. When implementing any measurement system, the goal is primarily to obtain feedback related to the set goals, which increases the chances of efficient and effective achievement of the goals. A performance measurement system consists of financial and non-financial performance measures, goals, and objectives that are carefully selected to represent the key drivers of an organization's success in meeting strategic objectives within the organization. Using performance measures has the advantage of helping organizations and managers improve future results and decision-making processes [10]. Based on the 2022 ICM report, the Rwanda Association of Midwives (RAM) uses the MACAT to assess their needs, identify the need to improve member recruitment, run successful professional meetings, and convene events, including for the International Day of the Midwife. As a result, an internal audit at ICM underscored the robust financial systems in Rwanda [13].

Performance assessment has relevance, sensitivity, reliability, acceptability, and practicality dimensions. Meanwhile, the performance assessment dimensions were developed, which include conformity with strategy and credible measurements (including accuracy, openness, feedback, validity and objective, and fairness) [2].

Throughout the development stages, organizations face different challenges. Conducting periodic organizational analysis allows leaders and members of the organization to assess its internal strengths and weaknesses, external challenges, and opportunities.

This helps plan strategic and short-term goals and adapt to the changing environment with a forward-looking view [9]. Performance is a condition that must be known and communicated to certain parties to determine the level of achievement of an agency's results about the vision carried out by an organization, as well as understanding the positive and negative impacts of operational policies taken [11].

Regular performance assessment is the basis of effective managerial decision-making, which is crucial to increasing the productivity of an organization. A distinct characteristic of a practical performance assessment is the implementation of various methods that assess conformity with multiple indicators and criteria—the present comprehensive review aimed to extract the factors affecting the performance assessment of the organization. Indicators, criteria, and background factors provide a framework for assessing the organization's performance. An organization can manage its human resources effectively and efficiently considering all practical aspects. Identifying and classifying influential factors can help managers and decision-makers create a performance assessment system [14]. Deep organizational capabilities sustainably manage these determinant factors, improving individual, group, and organizational performance [11].

To manage knowledge effectively, attention must be paid to four key components: Knowledge, People, Processes, and Technology (KP2T). Knowledge management connects people, processes, and technology to leverage knowledge [15]. A study sought to measure knowledge management. It provided evidence linking some knowledge resources to organizational performance. The results show that some knowledge resources (e.g., organizational structure and the application of knowledge) are directly related to organizational performance, while others (e.g., technology and the conversion of knowledge) are not [16].

Implementing special needs education can also be understood as a system consisting of context, input, process, output, and outcome. The system theory approach or system model in an organization views the organization as a unit consisting of subsystems that interact, correlate, and depend on each other to achieve goals effectively and efficiently. The systems approach theory emphasizes that organizations are open systems interacting with their environment. Several concepts related to the system model include productivity as a comparison between output and input. At the same time, effectiveness compares job evaluation from the output side and assessment from the input side [8].

CONCLUSION

In 12 provinces in the central region, the performance assessment is generally above the standard based on an average that can be maintained and improved performance. Meanwhile, provinces that are below standard need to receive attention from the organization, and it is hoped that they can make improvements based on the evaluation and feedback from the central management based on the analysis results. For the sustainability of this organizational performance assessment, it is necessary to prepare tools that can be used and interpreted independently by each management level with more consistent standard standards. The results of the organizational performance assessment will formulate strategic recommendations for the future development of the IBI organization. In connection with the improvement of the IBI organization, it can provide maximum service and support to its member midwives throughout Indonesia. IBI is necessary to formulate a standard assessment standard so that the assessment becomes more objective and comprehensive. Further in-depth assessment is needed to assess the organizational capacity of IBI at lower management levels.

Managing organizational knowledge has proved decisive for achieving objectives and competitive advantage since understanding organizations and their experiences has made decision-making easier, more precise, and more assertive [15]. Performance management is a strategic approach that can improve individual, team, and organizational performance. Organizational performance's good and bad aspects will impact the good and bad aspects of providing quality services to the public [11]. Organizational learning is the ability of the institution as a whole to discover errors and correct them and to change the organization's knowledge base and values to produce new problem-solving skills and a new capacity for action [8]. To achieve improved organizational performance through increased knowledge and skills, it is recommended that IBI management provide training related to sustainability, communication, impact of policy advocacy, infrastructure & information systems, and finance.

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