



Improving Community Welfare through the Hopeful Family Program

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ABSTRACT

The purpose of this study is to define and analyze the implementation of the Family Hope Program policy in Teluk Pandan District, East Kutai Regency, based on Minister of Social Affairs Regulation No. 101/HUK/2022. In addition, the report endeavors to characterize and analyze the factors that support and impede the policy's implementation. This study employed a descriptive-qualitative methodology based on the theory of public policy implementation for data collection by means of in-depth interviews, participant observation, and documentation, as well as for data analysis by means of data condensation techniques, data presentation, and concluding/verifying. The implementation of the Family Hope Program policy in Teluk Pandan District, East Kutai Regency was termed "successful" despite the presence of impeding factors, according to the findings of this study. The implementation of the policy is hindered by the following internal factors: information about the policy was not uniformly disseminated, so it did not reach remote areas; human resources in terms of quantity and quality are inadequate; operational facilities are inadequate; budgetary resources are still limited; the provision of incentives for executors is not yet feasible; and the level of participation among beneficiary families is still low. The distance between the assistance disbursement site and the beneficiary family's domicile is an external factor that hinders the success of the Family Hope Program.

Keywords: Public Policy, Family Hope, Community Welfare.

1. INTRODUCTION

Poverty is a social phenomenon that the federal and state administrations must address. Poverty can have multiplicative effects on society as a whole because a high poverty rate is one of the factors causing a nation's development to languish. Poverty is the source of many other social issues (Purwanto, 2013, p. 80). The complexity of the problem of poverty necessitates a complete and comprehensive response from the government, encompassing multiple facets of people's lives and being implemented in an integrated and well-organized manner. Nevertheless, according to Huraerah (in Purwanto, 2013: 80), government policies aimed at eradicating poverty frequently commit several paradigmatic errors, including, first, a continued emphasis on economic rather than multidimensional factors. Focusing on the economic aspect of poverty alleviation has proved to be ineffective, as poverty alleviation that is reduced to economic terms will not address the fundamental problem of poverty. Second, benevolence is more nuanced than productivity, despite the fact that poverty alleviation programs should be directed to become productive. They are third, situating low-income individuals as objects as opposed to subjects. Fourth, the government continues to be a dictator rather than a facilitator. A country's destitution must be regarded as a significant issue. This is due to the fact that destitution can cause numerous problems, making it difficult for individuals to make ends meet.

The problem of poverty is exacerbated by the large number of individuals who fell into the category of hidden poverty, i.e., those who are not productive at work. This model of unemployment affects a significant portion of Indonesian society, so despite their employment status and position, many Indonesian families still struggle to make ends meet (Purwanto, 2013: 80). Chambers (in Purwanto, 2013: 80-81) asserts that the condition of poverty experienced by a society frequently develops and is intertwined with numerous other factors that form a poverty network, which, in turn, can exacerbate the condition of poverty. The identified components of the network or poverty trap are physical weakness, social isolation, susceptibility, and lack of authority. Physical weakness can be caused by health conditions and malnutrition, resulting in low work productivity. The isolation factor is related to the limited scope of social interaction networks and limited access to information, economic opportunities and service facilities. The vulnerability factor is related to a low ability to deal with sudden needs and problems. The powerlessness factor is related to access to decision-making, access to control of resources and bargaining position.

The Family Hope Program (PKH) has been implemented by the Indonesian government since 2007 with the aim of expediting poverty alleviation efforts. The PKH project is an international social protection program that utilizes Conditional Cash Transfers (CCT) as its primary mechanism. The aforementioned initiative has demonstrated significant efficacy in addressing poverty within the nation, specifically in relation to chronic poverty (Mediana, 2021: 136). The Indonesian government continuously participates in efforts aimed at mitigating poverty. A range of policies and programs have been periodically enacted. The implementation of PKH is one of the policies and initiatives that have been enacted. The extant policy pertaining to the PKH (Family Hope Program) is explicated in Regulation 101/HUK/2022, promulgated by the Minister of Social Affairs of the Republic of Indonesia, which specifically addresses the Staple Food Program and the Family Hope Program. As per Regulation 101/HUK/2022, which was issued by the Minister of Social Affairs of the Republic of Indonesia, it is mandated that PKH (Family Hope Program) must facilitate the execution of organized, targeted, and enduring distribution of social security programs. The primary objective of the Family Hope Program (PKH) is to mitigate the economic hardship faced by socially disadvantaged and impoverished households, while simultaneously enhancing their overall income.

The distribution of PKH social assistance aims to mitigate poverty and inequality by facilitating enhanced accessibility to health, education, and social welfare services, hence enhancing the overall well-being of disadvantaged families. The implementation of PKH is expected to result in improved accessibility to crucial social services in the areas of health, education, and food and nutrition for low-income families. Additionally, it aims to address and eliminate the prevalent issues of social inequities, helplessness, and alienation experienced by individuals living in poverty. Several low-income households continue to have challenges in fulfilling their essential educational and healthcare needs as a result of variables related to both demand and supply. Among low-income families, the principal factors contributing to the discontinuation of education include limited financial resources, the need to work for livelihood, a belief that their current level of education is adequate, and various other considerations. Low-income households face financial constraints that prevent them from accessing necessary health maintenance and care for their family members (Mediana, 2021: 137).

The Teluk Pandan District, located in the East Kutai Regency of East Kalimantan Province, is home to a population of 14,548 individuals. This district has 2,457 family heads and 400 families categorized as pre-prosperous (BPS et al., 2022: 68 & 151). Teluk Pandan District has undertaken the implementation of the Family Hope Program (PKH) as part of its efforts to enhance the well-being of impoverished and marginalized households. Nevertheless, the implementation of PKH in the subdistrict has not been successful, so it has not been perceived as a means to improve the well-being and equity of the local population. The author expresses a desire to undertake additional research on the topic of "The Family Hope Program for Enhancing Community Well-being (A Study on Policy Implementation Based on the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 101/HUK/2022 regarding the Staple Food Program and the Family Hope Program in Teluk Subdistrict, Pandan East Kutai Regency)." This study aims to examine the implementation of the Family Hope Program policy in Teluk Pandan District, East Kutai Regency, with the objectives of describing and analyzing its impact on community welfare. Additionally, the study seeks to identify and analyze the factors that facilitate or hinder the effective implementation of the Family Hope Program policy. The objective of this study is to develop a theoretical framework for the execution of public policies aimed at enhancing the welfare of individuals by providing them with access to education, healthcare, and social welfare services, while adhering to relevant legislation. The purpose of this paper is to provide support to the Teluk Pandan District Government of East Kuai Regency in developing PKH policies that are both more effective and efficient.

2. FOUNDATION OF THEORY

2.1 Welfare Concept

According to Sumarti's (1999) research, variations in sociocultural standing and occupational specialty give rise to diverse perspectives on the concept of well-being. Certain populations employ welfare policies that are grounded on political-cultural symbols of authority. Furthermore, the process of economic monetisation prioritizes economic welfare over social welfare indicators. Sugiharto (2007) asserts that the Central Bureau of Statistics (BPS) employs a set of eight measures to assess the level of living. These indicators encompass income, family consumption or expenditure, living circumstances, living facilities, health status of family members, accessibility of health services, and convenience of enrolling children. Education and simple transit access are essential components that are crucial for societal functioning. The assessment of family welfare by the National Family Planning Coordinating Board (BKKBN) is conducted through the utilization of criteria that are grounded in the various stages of family welfare. The classification of affluent families, as outlined by Sugiharto (2007), encompasses five distinct stages. These stages include pre-prosperous families, stage I prosperous families, stage II prosperous families, stage III prosperous families, and stage III + prosperous families, as identified by the BKKBN. The Family Hope Program (PKH) is a social assistance program that is contingent upon certain conditions. It is designed to support impoverished and vulnerable families and individuals who are registered in the integrated data program for managing individuals facing poverty. The program is administered by the Center for Social Welfare Data and Information and is specifically designated by the Directorate General of Protection as the recipient

families of PKH benefits. In the year 2022, there will be a significant development pertaining to the Social Security system. According to the Directorate General of Social Protection and Security (2022:6), The PKH Access program is a social assistance initiative implemented by PKH (Family Hope Program) to cater to underserved regions. PKH Non-Cash Social Assistance refers to a form of monetary social assistance that is provided to participants of the PKH/KPM program, as stated by the Directorate General of Social Protection and Security (2022: 5). The primary objectives of the program are as follows: (1) to provide beneficiary families (referred to as KPM) with improved access to education services, health services, and social welfare services; (2) to alleviate the financial burden and enhance the income of impoverished and socially vulnerable families; (3) to foster behavioral changes and promote self-reliance among KPM in their utilization of education, health, and social welfare services; (4) to mitigate poverty and reduce inequality.

2.1 Conflict Theory

Conflict is a social reality that exists in society. Conflict is an essential element of human life. Therefore, conflict cannot be eliminated from human life. Conflict is a dispute about values or demands regarding status, power, and sources of wealth which are limited in supply. Disputing parties often do not only intend to get the "something" they want but also corner, harm, or even destroy each other. Conflict theory has three main assumptions which are interrelated with each other, namely: (a) humans have several fundamental interests, and they always try to make them happen; (b) besides being a scarce commodity, power is also distributed unequally so that it is a source of conflict and has the nature of coercion; (c) ideology and values are weapons used by different groups to achieve their respective goals and interests (Wirawan, 2014, pp. 91-92).

Conflict theory has been developed by many experts. However, if it is sorted historically, its essential elements are rooted in the thoughts of two great sociologists, namely Karl Marx and Max Weber.

Marx saw social conflict occurring between groups or classes rather than between individuals. The nature of the conflict between classes depends on their source of income. Their economic interests conflict because the proletariat earns wages from the capitalists living from profits and not because the former is poor and the latter is wealthy (Wirawan, 2014, p. 66). Marx emphasized that the function of the state is nothing more than safeguarding the interests of the ruling economic class using violence. Government is an expression and defense of economic strength. Marx termed this phenomenon "false consciousness" because all classes erroneously believe in the objectivity and universality of laws. Ideas are nothing more than the manifestation of class interests. Similarly, the legal institutions of a society are merely state instruments. However, Aristotle and Smith recognize that justice occurs organically within a society. Marx viewed the evolution of society from primitive to servitude, feudalism, capitalism, and ultimately communism (Wirawan, 2014, pp. 66-67). The behaviour in an individual or organism does not arise by itself but results from the stimulus received by the person concerned, both external and internal stimuli. However, most of the organism's behaviour is in response to unstated points of view among experts. Some experts view that behaviour as a response to a stimulus will be primarily determined by the state of the stimulus, and the individual or organism does not seem to be able to determine its behaviour; the stimulus and response relationship seems mechanistic. This kind of view is generally a behavioristic view.

3. RESEARCH METHOD

3.1 Research Approach

This investigation employs a "qualitative" methodology. According to Sugiyono (2015: 1-3), a qualitative approach is a research method used to investigate the conditions of natural objects in which the researcher is the central instrument, the data collection method is triangulation (combined), the data analysis is inductive, and the research results emphasize meaning over generalization. Objects in qualitative research are natural objects or natural settings; consequently, this research approach is frequently referred to as naturalistic. Without the researcher's intervention, natural objects exist as they are. When the researcher re-enters the object after having previously entered and exited it, the conditions are effectively unchanged. Field observations rather than theory guide data collection in qualitative research. Therefore, the data analysis is inductive and can be utilized to develop a theory based on the discovered facts.

3.2 Research Scope

This research focuses on the following two topics: Family Hope Program policy implementation in Teluk Pandan District, East Kutai Regency, in accordance with the Minister of Social Affairs of the Republic of Indonesia's Regulation No. 101/HUK/2022.

3.3 Research Locations

This research was conducted in Teluk Pandan District, East Kutai Regency. The choice of location for this study was based on the following considerations. The first is that Teluk Pandan District currently accepts and implements PKH as a social protection measure for poor and vulnerable families; the second is that the implementation of PKH in Teluk Pandan District is

thought to have not been communicated effectively so it has not been able to improve welfare. Moreover, justice for the local community, thirdly the number of Pre-prosperous Families in Teluk Pandan District is still relatively high, namely as many as 400 out of 2,457 Heads of Families, fourthly the distance from Teluk Pandan District (research location) to East Kutai Regency is 47 Km. The distance to East Kalimantan Province is 125 Km.

3.4 Data Sources

This study utilizes both primary and secondary data sources. Using in-depth interviews and participatory observation techniques, we collect primary data directly from informants. In contrast, secondary data consists of already-existing information obtained from books, journals, and relevant documents.

3.4 Data Collection Techniques

In-depth interviews, participant observation, and recording are among the data collection methods used in this study. Multiple questions were posed to informants chosen based on specified criteria during oral interviews. Researchers performed in-depth interviews in this study using general question-laden principles.

3.4 Data Analysis Techniques

Initially, the researcher condensed data by selecting, emphasizing, simplifying, abstracting, and transforming field notes and transcripts. The researcher then presents the data in the form of concise descriptions, tables, and graphs that paint a picture of the social context by combining structured information in a readily accessible format. In the concluding phase, the researcher collects data in accordance with the stated problem formulation. The described data is then summarized in generic terms. After reaching a conclusion, initial data analysis was repeated until all data was complex.

4. RESEARCH RESULT

4.1 Implementation of the Family Hope Program Policy in Teluk Pandan District, East Kutai Regency

The primary objective of this research is to examine the application of the Family Hope Program (PKH) policy in Teluk Pandan District, East Kutai Regency. The study is based on the Minister of Social Affairs of the Republic of Indonesia Regulation Number 101/HUK/2022, which pertains to the Staple Food Program and the Family Hope Program. The analysis will focus on various factors, including communication, resources, dispositions, and bureaucratic structure, with the aim of enhancing community welfare. The communication feature can be discerned through the use of channeling and clarity markers. The study's findings indicate that the dissemination of information pertaining to the PKH policy, which aims to enhance the well-being of the community in the Teluk Pandan District of East Kutai Regency, was not uniformly distributed across rural areas. The findings of this study suggest that the execution of the PKH policy, aimed at enhancing the well-being of the residents in Teluk Pandan District, East Kutai Regency, has been effectively communicated to the community in a comprehensible manner. Based on the research outcomes, it has been observed that the dissemination of PKH policies, which are designed to enhance the well-being of individuals in Teluk Pandan District, East Kutai Regency, has not been consistently conveyed to rural areas. Nevertheless, it is imperative to disseminate information to the general public in a clear and transparent manner to facilitate their comprehension of the policy.

The resource variable is reflected through metrics pertaining to people resources, information resources, and budgetary resources. Based on human resource indicators, it can be observed that the implementation of PKH policies aimed at enhancing the welfare of individuals residing in Teluk Pandan District, East Kutai Regency, had deficiencies in terms of both the amount and quality of human resources involved.

The present study showcases the implementation of PKH policies as a means to enhance the well-being of the population residing in Teluk Pandan District, East Kutai Regency. This is achieved through an analysis of information resource indicators. The extant legal framework for policies is already in place through Regulation No. 101/HUK/2022 issued by the Minister of Social Affairs of the Republic of Indonesia. This regulation specifically pertains to the Programs Groceries and Family Hope Program. Insufficient financial allocations have been designated for the implementation of PKH policies in Teluk Pandan District, East Kutai Regency, with the aim of enhancing the well-being of the local community. Based on the findings of the present study, it can be inferred that the Teluk Pandan District of East Kutai Regency has not allocated adequate financial and human resources for the effective implementation of PKH policies aimed at enhancing the welfare of the local population. The implementation of the Staple Food Program and the Family Hope Program can be effectively informed by referring to the Regulation of the Minister of Social Affairs of the Republic of Indonesia No. 101/HUK/2022. This variable will be monitored through the utilization of indicators pertaining to bureaucratic staff appointments and the distribution of incentives. The study's findings suggest that a selective appointment process was employed throughout the implementation of the PKH policy in Teluk Pandan District, East

Kutai Regency, with the aim of ensuring that appointed staff held the requisite abilities to efficiently carry out their tasks. Moreover, the results of this study indicate that incentives have been offered to implementers in Teluk Pandan District, East Kutai Regency, in order to encourage the adoption of PKH policies for the purpose of enhancing population welfare. However, it is observed that these incentives are now not feasible.

In implementing the PKH policy to improve people's welfare in Teluk Pandan District, East Kutai Regency, staff have been selectively appointed in the bureaucracy so that they have reliable abilities to carry out their duties. Although the complete value has not yet been achieved, the policy already provides incentives for implementers. The indications of responsibility distribution within work units and collaboration between work units will disclose the work mechanism. The study's findings indicate that the distribution of responsibility to work units in the implementation of the PKH policy in Teluk Pandan District, East Kutai Regency, was determined based on their primary tasks and functions, as evidenced by the indicators of responsibility distribution. This approach aimed to enhance the welfare of the local population. In order for these policies to yield desired outcomes, it is imperative that they are implemented by organizations that possess the necessary competence. Moreover, the findings of this study demonstrate that the execution of the PKH policy, aimed at enhancing the welfare of individuals in Teluk Pandan District, East Kutai Regency, was facilitated by efficient interdepartmental collaboration. This effective implementation was possible due to the involvement of a proficient organization. Based on the findings of the aforementioned studies, it can be inferred that the implementation of the PKH policy in Teluk Pandan District, East Kutai Regency, has involved the allocation of responsibilities to work units based on their designated main tasks and functions. Furthermore, the presence of effective coordination among these work units has facilitated the successful execution of the policy, owing to the involvement of a capable organization.

4.1 Supporting and Inhibiting Factors in the Implementation of the Family Hope Program Policy in Teluk Pandan District, East Kutai Regency

This study centers its attention on the facilitating and constraining elements in the execution of the Family Hope Program (PKH) policy, with the aim of enhancing the well-being of individuals in Teluk Pandan District, Kutai East Regency, as stipulated in the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 101/HUK/2022 pertaining to the Staple Food Program and the Family Hope Program. The identification of supporting factor variables is accomplished by examining signs of both internal and external supporting factors. The findings of this study indicate that the PKH policy was implemented in Teluk Pandan District, East Kutai Regency, with the aim of enhancing the well-being of the local community. Internal supporting factors encompass several key elements. Firstly, effective communication and transparency have been established to disseminate the substance of the policy across all societal strata. Secondly, a robust legal foundation is provided by Minister of Social Affairs Regulation Number 101/HUK/2022, which pertains to both the Staple Food Program and the Family Hope Program. Thirdly, a rigorous selection process has been implemented to ensure the appointment of competent bureaucratic personnel. Lastly, clear delineation of responsibilities has been assigned to various work units.

The successful implementation of PKH policies aimed at enhancing the welfare of individuals in Teluk Pandan District, East Kutai Regency is facilitated by various external factors. These factors encompass the active engagement of the community in disseminating pertinent information regarding the program's objectives, as well as the provision of assistance from non-governmental organizations operating within the village community. Based on the findings of these studies, it is evident that there exist intrinsic factors that facilitate the execution of PKH policies with the aim of enhancing the well-being of individuals in Teluk Pandan District, East Kutai Regency. These factors encompass the clear and transparent dissemination of policy content to all societal strata, the presence of a robust legal foundation in the form of Minister of Social Affairs Regulation Number 101/HUK/2022 pertaining to the Staple Food Program, and the existence of a sturdy legal framework. Furthermore, the execution of this policy is bolstered by extraneous elements, such as the active engagement of the community in furnishing information regarding suitable program goals and the aid rendered by non-governmental groups inside the village community. The presence of internal inhibiting factor indicators and external inhibiting factor indicators can provide insights into the variables associated with inhibiting factors. The study's findings suggest that internal constraints provide obstacles to the implementation of PKH policies aimed at improving the welfare of individuals in Teluk Pandan District, East Kutai Regency. There exist internal constraints that impede the implementation of the policy. These constraints include: (1) uneven distribution of information about the policy, resulting in limited reach to remote areas within the region; (2) insufficient quantity and quality of human resources; (3) inadequate operational facilities; (4) limited budgetary resources; (5) unfeasibility in providing incentives to policy implementers; and (6) low participation of Beneficiary Families (KPM). Furthermore, the findings of this study suggest the presence of external inhibiting factors that hinder the effective implementation of PKH policies aimed at enhancing the welfare of individuals in Teluk Pandan District, East Kutai Regency. These factors include the lack of internet connectivity in certain areas and the considerable distance between the disbursement of PKH assistance and the residences of the program beneficiaries (KPMs). Based on the

empirical evidence presented in these studies, it can be inferred that the adoption of the PKH policy in Teluk Pandan District, East Kutai Regency has the potential to improve the well-being of the indigenous community.

There are internal factors that impede its implementation, namely: uneven dissemination of information about the policy, which has prevented it from reaching remote areas; inadequate sources of human resources in terms of quantity and quality; inadequate operational facilities; limited budgetary resources; lack of incentives for implementers; and low participation of beneficiary families (KPM). In addition, external factors impeded this policy's implementation. Several regions lacked internet connectivity, and the distance between the PKH assistance distribution point and the KPM's residence should have been increased.

5. DISCUSSION

The goal of communication in this study is to transmit policy information from policymakers to policy implementers, who will then relay this information to the target group to gather reactions from associated parties. Regarding the communication variable, this study discovered that information on the PKH strategy to promote people's welfare in Teluk Pandan District, East Kutai Regency was not delivered uniformly to remote places. However, the public has been informed in order for them to understand the policy in a straightforward and open manner. The outcomes of this study are compatible with Edward III's theory of public policy implementation provided in (Agustino, 2016: 137), which states that communication in public policy implementation can be considered as (1) transmission and that effective communication can result in exemplary implementation. Miscommunication occurs frequently as a result of information delivery. Because communication has traveled through numerous bureaucratic levels, expectations must be adjusted in the middle of the route. (2) Clarity; Policy implementers must be communicated with clarity and precision. (3) Consistency; the instructions provided for communication implementation must be consistent in their application and execution, or the executor may become confused. According to Edward III (in Widodo, 2010: 97), information regarding public policy must be given to policy players in order for them to comprehend what they need to prepare for and do in order to carry out the policy and achieve its aims and objectives. The purpose of this research is to discover all resources that can be used to aid in the effective execution of public policies. Human resources, information resources, and financial resources are all included. In terms of the resource variable, this study shows that there are currently insufficient human resources, both in number and quality, as well as insufficient financial resources, for implementing PKH policies to improve the welfare of the people in Teluk Pandan District, East Kutai Regency.

The Regulation of the Minister of Social Affairs of the Republic of Indonesia No. 101/HUK/2022 about the Staple Food Program and the Family Hope Program is an important source of information for this implementation. The outcomes of this study are compatible with Edward III's public policy implementation theory (in Agustino, 2016: 138), which asserts that (1) human resources or personnel can be identified as resources for executing public policies. Policy implementation necessitates both information on how to execute policies and information on the policies themselves. When given the command to act, implementers must be aware of their responsibilities, as well as compliance data comparing executors to government-established norms and regulations. When implementing the policy, the implementer must be informed of whether or not other implementers follow the law. (3) In most cases, formal authority is essential for an order to be carried out. The authority of executors refers to their legality or authority to carry out politically defined measures. This study defines disposition as policy actors' willingness, desire, and proclivity to implement policies with sincerity in order to attain the policy's aim. Regarding the disposition variable, this study was successful in demonstrating that the bureaucracy was staffed with individuals who possessed the necessary dependability and seriousness to perform their duties effectively during the implementation of the PKH policy to improve the welfare of the people in Teluk Pandan District, East Kutai Regency. Although incentives have been granted to policy implementers, the overall value must still be realizable. The outcomes of this study are compatible with Edward III's theory of public policy implementation (in Agustino, 2016: 159-160), which states that (1) appointment of administration demonstrates intent to implement public policy. If the existing personnel does not carry out the policy requested by higher-ranking officials, the executor's disposition or attitude will naturally create difficulties to policy execution. As a result, persons dedicated to the set policies and, more particularly, the best interests of the community must be appointed and selected as staff responsible for policy implementation. One strategy proposed for overcoming policy implementers' negative attitudes is to influence incentives.

Policy implementors' behaviors are impacted by policymakers' incentives, which are adjusted based on policymakers' interests. The provision of specific benefits or charges may inspire executors to follow instructions precisely. This study's bureaucratic structure is designed to illustrate an organization's essential order, division of work, and hierarchy for more efficiently executing duties. Concerning the variable of bureaucratic structure, this study shows that in the implementation of PKH policies to improve people's welfare in Teluk Pandan District, East Kutai Regency, responsibility has been delegated to work units based on their respective main tasks and functions, and there is already good coordination between existing work units in the implementation of this policy, so that the bureaucratic structure enables the implementation of this policy to be successful. In the sense that the following can improve the performance of bureaucratic or organizational structures, the conclusions of this study are congruent with Edward III's theory of public policy implementation (cited in Agustino, 2016, p. 141): A standard operating procedure (SOP)

is a technique or action that enables workers (or policy executors such as apparatus, administrators, or bureaucrats) to carry out their everyday activities in line with predefined standards (or the minimal standards demanded by residents). (2) Carry out fragmentation. Implementation will be more efficient with dispersed bureaucratic structures because qualified organizations will carry it out.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusion

The researchers came to the conclusion that the Family Hope Program (PKH) policy to improve people's welfare based on the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 101/HUK/2022 in Teluk Pandan District, East Kutai Regency, has been "successfully" implemented, even though there are still areas for improvement. There are also internal and external causes that support the implementation of Family Hope Program (PKH) policies in Teluk Pandan District, East Kutai Regency to improve people's welfare. -Support from the outside. There is a solid policy legal basis in the form of Minister of Social Affairs Regulation Number 101/HUK/2022 pertaining to the Staple Food Program and the Family Hope Program, a selection process has been used to appoint bureaucratic staff, and responsibilities have been allocated to work units based on their primacy. External supporting factors include the community's active role in supplying information about appropriate program objectives and the support of village community non-governmental organizations. Internal and external factors also impede the implementation of PKH policies in the Teluk Pandan District of East Kutai Regency. The internal restraining factors are as follows: information about policies has not been uniformly disseminated, so they have not reached remote areas; human resources in terms of quantity and quality are insufficient; operational facilities are inadequate; budgetary resources are still limited; incentives for implementers are not yet feasible; and the participation rate of Beneficiary Families (KPM) is still low. External impediments include the need for an internet network in several areas and the distance between the location where PKH assistance is distributed and the KPM's residence.

6.1 Suggestions

Based on the conclusions above, suggestions that can be conveyed are suggested to PKH implementers at the village level to carry out socialization activities about PKH assistance to the Neighborhood Association (RT) level so that information about the program can reach remote areas, to the District Government East Kutai to increase the number and quality of PKH Companion Human Resources at the village level so that they can serve the entire community in villages with a very large area, to the East Kutai District Government to increase the budget for procuring PKH operational facilities at the village level, to the Government East Kutai Regency to increase the incentive budget for all field staff who manage PKH properly, it is suggested to community leaders and leaders of non-governmental organizations in the Teluk Pandan District area to mobilize active participation of the community, especially Beneficiary Families (KPM), in making PKH successful in their respective villages, and it was suggested to PKH managers to increase PKH aid disbursement points in places close to KPM settlements.

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