

Policy Implementation of the Family Hope Program (PKH) in Wadeng Village, Sidayu District, Gresik Regency

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Abstract. The Family Hope Program or PKH is implemented by the Government to reduce the poverty rate in Indonesia which is based on the Minister of Social Affairs Regulation Number 1 of 2018. The purpose of this study is to find out how the implementation of the Family Hope Program policy carried out by the Government in Gresik Regency, especially in Wadeng Village, Sidayu District using the theory put forward by George C. Edward III. The research method used is qualitative research with a descriptive approach. The technique in taking data sources uses purposive sampling. Data collection techniques using observation, interview and documentation techniques. Data analysis was carried out by collecting data, reducing data, presenting data, and drawing conclusions. The results of this study indicate that the implementation of the Family Hope Program implemented in Wadeng Village has not run optimally in communication and resource indicators. In the communication indicator, the transmission process is still hampered because the Beneficiary Families (KPM) are technology illiterate. The clarity of communication between implementers has not been implemented optimally. In the resource indicator, there are obstacles related to authority that have not been carried out optimally in terms of monitoring and evaluation by PKH assistants.

Keywords: Policy implementation, Family Hope Program, George C. Edward III

1. Introduction

The population of Indonesia was recorded at 278 869.2 thousand people while in 2022 the population was recorded at 275 773.8 thousand people. At present, Indonesia occupies the fourth position in the world in terms of the largest population. The high population of Indonesia will certainly have an impact on the emergence of complex problems, one of which is poverty. Poverty is a common social event that will not end in the scope of social life, its magnitude and significance depend on the specific socio-economic context of a society [1]. Poverty is one of the main challenges that need to be overcome in an effort to advance development, both at the national and regional levels [2].

According to BPS, poverty is viewed from an economic point of view as

a condition where a person's food and non-food needs cannot be met. Poverty is divided into two types: absolute and relative. A situation where a person cannot fulfill their basic needs, including food, clothing, health care, shelter, and education is referred to as absolute poverty [3]. On the other hand, relative poverty is poverty that occurs as a result of incomplete development strategies that can affect people at all social levels and make some people poorer than others [4].

Indonesia has succeeded in reducing the poverty rate, the latest development according to the Central Statistics Agency records the percentage of poor people in March 2023 was 25.90 million people (9.36%) decreased by 0.46 million people (0.21%) points against September 2022 and decreased by 0.26 million people (0.18%) points in March 2022. The poverty rate certainly affects the level of social welfare of the community. According to Law No. 11 of 2009 concerning Social Welfare article 1 paragraph 1 states that social welfare is a condition of fulfilling the material, spiritual and social needs of citizens in order to live properly and be able to develop themselves, so that they can carry out their social functions. The Indonesian government must give poverty alleviation more of its focus by creating policies from national initiatives that seek to improve everyone's standard of living fairly and equitably [5].

Low levels of health and education result in a reduced quality of life and can reduce productivity levels. This situation can increase the burden of social dependency. Individuals with low income, no stable income, and no income at all are those who remain below the poverty line. Therefore, a comprehensive program is needed that can embrace various aspects to support these poor families [6]. Although the Indonesian government has implemented various measures and policies to overcome poverty, until now there are still many areas that face major challenges related to poverty issues [7].

To reduce poverty within households, the government introduced a specific initiative, the Family Hope Program (PKH). In addition to reducing poverty, PKH is a step towards strengthening the social security system for the poor. Providing conditional assistance to the poorest of the poor, especially those at the lowest level, is the purpose of the PKH program. This provision is stated in the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 1 of 2018 concerning the Family Hope Program, Chapter 1 General Provisions Article 3, which reads: "PKH targets are families and/or individuals who are poor and vulnerable and are registered in the integrated data of the poor handling program, have health, education, and/or social welfare components". Where the criteria for each component are stated in Chapter 1 General Provisions Article 5, which reads:

- (1) Health component criteria as referred to in Article 3 include:
 - a. pregnant/breastfeeding mothers; and
 - b. children aged 0 (zero) to 6 (six) years.
- (2) Education component criteria as referred to in Article 3 include:
 - a. elementary/madrasah ibtidaiyah school children or equivalent;
 - b. junior high school/madrasah tsanawiyah or equivalent;
 - c. senior high school/madrasah aliyah or equivalent; and
 - d. children aged 6 (six) to 21 (twenty-one) years who have not completed 12 (twelve) years of compulsory education.
- (3) The criteria for social welfare components as referred to in Article 3 in-

clude:

- a. elderly starting from 60 (sixty) years old; and
- b. People with disabilities are prioritized over people with severe disabilities.

PKH is implemented as a government effort to provide social protection to the community. Increasing community access to education, health, and social protection services, to help improve the standard of living of underprivileged families is the main objective of PKH. According to the Central Bureau of Statistics, poor families who are targeted by this program are families who meet at least 9 of the 14 criteria for poverty, including:

1. Floor area of residential building less than 8m² per person
2. Type of residential floor made of earth / bamboo / cheap wood
3. Residential wall type of bamboo/thatch/low quality wood/unplastered wall.
4. Do not have defecation facilities / shared with other households.
5. Household lighting sources do not use electricity.
6. Source of drinking water comes from wells/unprotected springs/river/rain-water.
7. Fuel for daily cooking is firewood / charcoal / kerosene
8. Only consume meat/dairy/chicken once a week.
9. Only buy one new outfit a year
10. Only able to eat one / two meals a day
11. Unable to pay for treatment at puskesmas/polyclinic
12. Sources of income for the head of the household are: farmers with a land area of 500m², farm laborers, fishermen, construction workers, plantation workers and or other jobs with income below Rp. 600,000 per month
13. Highest education of the household head: not in school / not completed primary school / completed primary school.
14. Do not have savings/easy-to-sell items with a minimum of Rp. 500,000,- such as credit/non-credit motorcycles, gold, livestock, motorboats, or other capital goods.

According to the Gresik Regency Social Service, the criteria that are not eligible to receive PKH are:

1. People who are already capable
2. Having a profession as ASN / TNI / POLRI
3. ASN/TNI/POLRI Family
4. Retired ASN/TNI/POLRI
5. Social assistant
6. Have income sourced from APBN/APBD
7. Village device
8. Workers with income above UMP/UMK

Based on the criteria for PKH recipient components according to Permennsos No. 1/2018 and the criteria for the poor according to BPS, both are used as the basis for organizing PKH in Wadeng Village. In its implementation, the selection of KPM PKH is based on DTKS. Integrated Social Welfare Data (DTKS) is the database used by the Indonesian government in distributing social assistance such as PKH. People who want to receive social assistance must have their family card registered in the DTKS. For people who are eligi-

ble for assistance but whose Family Card has not been registered in DTKS, they can first register themselves to be registered in DTKS. The following is the registration flow (DTKS):

1. Community (± 15 minutes)
The community comes to the village office with a gift:
 - a. ID card and family card
 - b. House Photo
2. Village (± 1 day)
Conduct a village meeting, which results in an official report signed by the village head and other officials.
3. Village Operator (± 15 minutes)
Village operators input and finalize their data in the SIKS-NG application.
4. Social Services (± 15 minutes)
The Social Affairs Office will finalize the data that has been inputted and finalized at the village level, and will be endorsed by the Regent.
5. Ministry of Social Affairs (± 2 months)
Data that has been inputted, finalized and approved will be decree by the Ministry of Social Affairs and will be included in DTKS Data.

The implementation of PKH in Wadeng Village involves providing cash to the community as a measure to reduce poverty. PKH is expected to not only relieve the financial burden of underprivileged families in a short period of time, but also have a long- term impact in breaking the cycle of poverty. Wadeng Village is located in Kecamatan Sidayu, Kabupaten Gresik and is the second largest village in Kecamatan Sidayu, with a total population of 7229 people. The table of population based on gender can be seen in the following table

Table 1. Total Population of Wadeng Village by Gender

N o	Gen- der	Tota l
1	Male	3620
2	Fe- male	3609
Tota l		7229

Source: Wadeng Village Web Year 2023

Based on the data above, out of 7229 people in total, there are 1916 family heads. Based on research conducted at the Gresik Social Service, it was found that in September in the Social Welfare System-Next Generation (SIKS-NG) application, the number of family cards registered in DTKS was 1414 of these there are 65 families who still need improvement, therefore Wadeng Village is one of the targets of PKH in the context of equitable distribution of social welfare. The implementation of PKH in Wadeng Village has been car-

ried out since 2018 until now. Of the total number of family heads in Wadeng Village who receive PKH, there are 468 families. The data is obtained from the SIKS-NG application. The number of recipients is based on the data of Family Cards included in the DTKS list, and those included in the criteria for PKH recipient components so that not all Family Cards registered in DTKS receive PKH assistance or what is commonly referred to as KPM only those that meet the criteria for PKH components and those that pass the selection by the Ministry of Social Affairs. The flow of the KPM data collection process starts from the village that records data based on DTKS, then the data is submitted to the Gresik Social Service, which then verifies and validates the village's proposal. Then the data is finalized by the Social Agency, which is then forwarded to the regional head for approval. After approval, the data is uploaded in the SIKS-NG application which will then be processed and determined by the Ministry of Social Affairs. The Ministry of Social Affairs will select the data, then the final data that passes as KPM will receive social assistance directly from the Ministry of Social Affairs which is distributed through the ATM card of the State-Owned Bank Association (HIMBARA) distribution every 2 months. In addition, each KPM can also take assistance directly through the nearest POS office according to the schedule, by bringing an invitation and E-ID card which is distributed every quarter (every 3 months).

In the implementation of PKH in Wadeng Village, there are still several problems in the implementation process, one of which is the mismatch of PKH recipient targets where the family's circumstances are capable or not eligible for the PKH recipient criteria but are still listed as KPM. In other words, if KPM no longer has a component to be provided with assistance, then the family should experience Graduation or graduation from PKH but in reality in the field they are still listed as KPM PKH. According to the Minister of Social Affairs Regulation No. 1 of 2018 concerning the Family Hope Program paragraph (2) explains that Graduation is the end of the PKH Beneficiary Family membership period due to non-fulfillment of membership criteria. According to the Gresik Social Service, each village has its own KPM quota, the number of which varies according to the conditions in each village. So that the number of family cards that qualify as KPM is adjusted to the number of quotas per village where families who want to apply for membership as KPM candidates must apply independently to the village office with the main requirement that the KK must be registered in DTKS. After submitting the application, the application data will be put on a waiting list and will proceed to the selection process after there is an empty quota from the expiration of the previous membership.

Another problem is that many people who make complaints both to the Gresik Social Service and to the Wadeng Village Office, they complain that their PKH assistance is not disbursed even though they previously received the assistance. This is because their data (Family Card) registered as a Beneficiary Family (KPM) has not been updated, resulting in unsynchronized data with KK data that has not been updated. For example, information on the level of education of children in the family card has not been updated, so the data is not synchronized with the data from Dapodik. This makes the Ministry of Social Affairs not pass assistance with this kind of case. In this problem, the Gresik

Social Agency has conveyed information related to KK updates in the form of socialization about DTKS once a month in each sub-district. In fact, there are still many people who do not understand this information, even though the Gresik Social Service has conducted socialization, so that this can hamper the PKH distribution process.

Based on the description of the problems above with the existence of PKH in Wadeng Village, Sidayu District, Gresik Regency, researchers are interested in conducting deeper research and analysis by taking the title **"Implementation of the Family Hope Program (PKH) Policy in Wadeng Village, Sidayu District, Gresik Regency"**.

2. Method

This research uses a type of qualitative research with a descriptive approach. According to the Qualitative Research Methods Book [8] explains that qualitative research is a type of research that emphasizes understanding of problems in social life by referring to reality, complex and detailed. The research location was conducted in Wadeng, Sidayu, Gresik.

This study uses primary and secondary data sources. Primary data comes from information obtained by researchers directly from the field under study [9]. Primary data comes from observations and interviews. The technique used in retrieving this data source uses purposive sampling. Purposive sampling is sampling carried out by determining specific characteristics that are relevant to the aim in order to provide answers to the problems that are the focus of research [10]. Informants for sources of primary data include the head of the people's welfare section, PKH facilitators, PKH group leaders, PKH beneficiaries in Wadeng Village, and the Head of the Social Protection and Security Division of the Gresik Regency Social Service. Secondary data is information collected from documents, such as books, or other sources, without involving direct research by researchers [9]. Secondary data were obtained from observation documents. Secondary data in the form of a foundation The laws used by researchers are Minister of Social Affairs Regulation Number 1 of 2018 concerning the PKH, the Central Bureau of Statistics, and the PKH Implementation Guidebook.

The data collection techniques used were observation, interviews and documentation. This research uses the Miles and Huberman model data analysis technique, which consists of: data collection, data reduction, data presentation, and conclusion drawing. Then to find out further research the research focus refers to the theory of Edward III (1980), which theory has 4 indicators:

- a. Communication, related to the distribution of information from policy makers to policy implementers and policy targets. In the communication indicator, there are 3 aspects, namely transmission, clarity and consistency.
- b. Resources play an important role in supporting policy implementation. In the resource indicator, there are 4 aspects, namely human resources, budget resources, information and authority, and facility resources.
- c. Disposition, related to the attitude of policy implementers in carrying out a policy. In the Disposition indicator, there are 2 aspects, including the appointment of bureaucrats and incentives.

- d. Bureaucratic structure, related to authority, responsibility, division of labor that affects the achievement of policy program objectives. In the bureaucratic structure indicator, there are 2 aspects, namely SOP and fragmentation.

3. Result and Discussion

The implementation of PKH in Wadeng Village, Sidayu District, Gresik has been implemented since 2018 and is still ongoing. In the implementation of PKH, which is designed to help the poorest people from the bottom in the form of conditional assistance, in fact the implementation is still not running optimally. The results of data collection from the implementation of the PKH policy in Wadeng Village, Sidayu District, Gresik are in the form of data and information obtained from observations, interviews, and documentation. The following are the results of interviews which include 4 indicators according to George C. Edward III (1980) [11]:

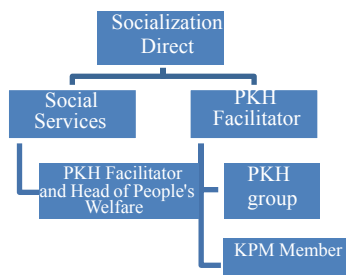
3.1. Communication

If the policy is to be implemented well, then the direction of implementation must be clear. Researchers describe in 3 aspects consisting of transmission, clarity, and consistency which will be described as follows:

a. Transmission

Transmission is the distribution of effective communication from leaders to their subordinates or to the target community so that policy implementation can be followed. In implementing a decision, it is important for people to realize that the decision has been taken and the order to implement it has been given. The form of transmission in the implementation of PKH in Wadeng Village, Sidayu District, Gresik Regency carried out by policy implementers can be seen in the following flow:

Chart 1. PKH Transmission Flow



In the transmission flow above, it is explained that information distribution is carried out through direct and indirect socialization. The flow of information distribution is first between the Gresik Social Service and the PKH Facilitator of Wadeng Village discussing matters regarding the Family Hope Program which is carried out once a month. Second, the Gresik Social Service and the Wadeng Village People's Welfare Head discuss the SIKS-NG and DTKS applications once a month. Third, the Wadeng Village PKH Facilitator with the Head of the Wadeng Village PKH Group and members of the Wadeng Village KPM who discuss PKH information which is carried out once a month or every time before the disbursement of assistance. Indirect socialization is also held through whatsapp groups and social media such as Instagram Gresik Social Service and PKH Gresik. In addition, the delivery of information through the whatsapp group has not been maximized enough because all KPM who are members of the group are not all proficient in operating technology, there are several KPM members who are members of the group KPM who are technology illiterate are represented by their closest relatives to join the whatsapp group, which makes the information conveyed not conveyed correctly and can also hamper the delivery of information from relatives to KPM.

In the context of the research results in Wadeng Village related to the distribution of PKH information, it can be related to Edward III's Transmission Theory (1980). This theory emphasizes the importance of effective information flow from source to recipient, assuming that good understanding by recipients will increase the likelihood of policy implementation. First of all, the direct socialization between Gresik Social Agency, PKH Facilitators, and the community of Wadeng Village. This direct interaction provides an opportunity for the recipients of the information to understand more deeply about the Family Hope Program. Secondly, the socialization of the SIKS-NG and DTKS applications by the Gresik Social Agency and the Head of People's Welfare of Wadeng Village reflects an effort to convey technical information related to the program. This is in accordance with aspects of transmission theory that highlight the importance of transmitting information that is appropriate to the needs and level of understanding of the recipient. Third, the transmission of information between PKH Facilitators, PKH Group Heads, and KPM members through monthly meetings demonstrates the continuity of communication within the local environment. Indirect socialization through WhatsApp groups and social media reflects efforts to expand communication channels. However, the technological barriers faced by some KPM, is limited use of WhatsApp groups.

b. Clarity

The success of public policy implementation is highly dependent on clarity in conveying information about the intentions, objectives, targets, and substance of the policy to implementers, target groups, and other interested parties. It is intended that all parties can prepare and implement the policy effectively and efficiently. Providing communication to policy implementers must be firm and not doubtful.

The research revealed that communication between policy implementers, including the Gresik Regency Social Agency, Wadeng Village PKH Facilitators, Wadeng Village Officials, and the Head of the Wadeng Village

PKH Group, to beneficiary families of the Family Hope Program (KPM PKH) was carried out through socialization activities. This socialization aims to convey information about PKH, including the flow of PKH applications, Integrated Social Welfare Data (DTKS), Family Card (KK) updates, and information related to the Non- Gate Social Information and Communication System (SIKS-NG). In addition, there is also communication between PKH implementers, especially PKH Facilitators, and the village. This communication is related to periodic reviews that have the aim of ensuring that PKH assistance is actually received by poor families who meet the criteria in accordance with applicable regulations

In the context of the theory of communication clarity according to Edward III (1980), it can be related that the success of policy implementation, such as the Family Hope Program (PKH), is highly dependent on clarity in the delivery of information. Edward III states that to achieve communication clarity, information must be conveyed clearly and can be understood by all parties involved.

In this case, socialization activities carried out by policy implementers are the right steps to create clarity of communication. However, the research results also show that there are still a small number of KPM who have difficulty understanding, possibly due to differences in educational background. In addition, the mismatch of PKH beneficiary targets found in the research indicates a potential misunderstanding or lack of clarity in communication between PKH implementers and the village regarding the periodic review of KPM. Edward III emphasizes that clarity in communication also includes uniform understanding among policy implementers.

c. Consistency

The delivery of the communication provided must be clear and consistent so that policy implementation can be effective. Consistency is needed so that the policies taken remain directed and do not vary, so as not to cause confusion for policy implementers, target groups, and interested parties.

Based on the interview, the researcher obtained the results that socialization has been carried out routinely in accordance with applicable regulations, which are stated in Permensos No.1/2018 concerning the Family Hope Program. Also, the applicable rules related to the Family Hope Program have remained unchanged since it was established in 2018.

According to Edward III, consistency in communication includes consistent and unchanging repetition of messages. The interview results show that the implementation of PKH socialization has been carried out consistently following the provisions stipulated in the regulation, namely Permensos No. 1/2018. Thus, the success in maintaining consistent rules and procedures in socialization shows that there is conformity with the theory of communication consistency.

The consistency of PKH rules since they were established in 2018 indicates clarity and unchanging messages conveyed to policy implementers, target groups, and interested parties. Order and stability in the PKH regulations give confidence to all parties involved that they can rely on these rules as fixed and reliable guidelines. This is in accordance with the principle of consistency of communication.

3.2. Resources

The resources in this PKH implementation have been well fulfilled starting from the Budget, Facilities, and services provided by the Wadeng Village PKH Implementor. Researchers describe in 4 aspects which will be described as follows:

a. Human Resources

The success and failure in implementing policies is influenced by the theory of HR availability. Policy implementers who can support the success of policy implementation are those with adequate quality and quantity. The implementation of PKH in Wadeng Village consists of human resources consisting of: Head of the Social Security Head of the Social Service of Gresik Regency, Head of the Wadeng Village Welfare Section, Wadeng Village PKH Facilitator, Head of the Wadeng Village PKH Group totaling 13 people, and 468 PKH Recipient Members in Wadeng Village. In accordance with program needs, improving the quality of human resources or PKH policy implementers is carried out through education and training (Diklat), Strengthening Guidance (Bimtap) and Technical Guidance (Bimtek). The Center for Social Welfare Education and Training and the Center for Social Welfare Education and Training organize Education and Training for human resources or PKH policy implementers, while Technical Guidance and Strengthening Guidance are organized by central to regional PKH implementers. The technical guidelines for HR management regulate the procedures for implementing activities that have the intention of increasing the capacity of human resources in PKH.

Edward III's theory, presents important stages in policy implementation. One of the concepts that can be related to PKH in Wadeng Village is the implementation dimension. The head of the social protection and security sector, the head of the social welfare section, the PKH facilitator, and the PKH group leader have an important role in implementing PKH. Each of these implementers has a different role, from proposing, reporting to stabilizing. In Edward III Theory, the availability of quality human resources is the key to successful implementation. Training, Bimtap and Bimtek can improve the quality of human resources or implementers of PKH implementation in Wadeng Village can more effectively carry out PKH policies in accordance with the technical guidelines for HR management.

b. Budget Resources

Minister of Social Affairs Regulation No. 1/2018 Article 57 provides the legal basis for allocating and using funds for PKH as a form of order and transparency in managing budget resources. Budget resources for PKH in Wadeng Village come from various sources, namely the APBN, East Java APD, Gresik Regency APBD and other legal and non-binding sources of funds. Based on an interview with the Head of the Social Linjamsos Division of the Social Service of Gresik Regency, it was stated that the local government reflects an active role in supporting the implementation of PKH. Support from the local government encourages and allows the Social Service to apply for special fees with the aim of poverty alleviation which is not only direct assistance to PKH recipients, but also for socialization activities. This

strategic use of funds supports the education and socialization aspects to ensure the understanding and participation of KPM PKH.

PERMENSOS No. 1/2018 provides a clear scope regarding the allocation and use of funds for PKH. In knowing the understanding of policy objectives, it can be seen from the allocation of budgets that are not only for direct assistance to KPM PKH, but also for socialization and education activities. The active support from the local government as conveyed by the Head of Social Assistance of the Social Affairs Office of Gresik Regency reflects important participation and support in the successful implementation of the PKH policy in Wadeng Village. By integrating various principles from Edward III's theory, the management of budget resources for PKH can be more structured, coordinated and in accordance with the objectives of the policy.

c. Information and Authorization

The information consists of 2 types. First, information related to how to implement the policy. Second, information regarding compliance data from implementers with established government rules and regulations. Implementers need to know the extent to which the parties involved in implementing the policy comply with the law. The existence of formal authority can also pose challenges.

The form of information in the implementation of PKH in Wadeng Village, is the existence of technical guidelines / instructions in the implementation of PKH, namely the General Guidelines for PKH Implementation published by the Ministry of Social Affairs of the Republic of Indonesia. The book is used as a reference material for the implementation of PKH implementation in Wadeng Village. In this case, PKH Facilitators have the authority to monitor and evaluate the accuracy of PKH beneficiaries and ensure that the benefits received are used in accordance with the provisions of the program. Based on observations that have been made, PKH facilitators have exercised their authority, but less optimal in terms of monitoring and evaluation. In reality in the field, there are still discrepancies in the target of PKH recipients where the family's circumstances are capable and should not be eligible for the PKH recipient criteria but are still registered as KPM PKH.

Edward III's theory highlights the critical role of information in policy implementation and the importance of appropriate authority to ensure effective implementation. First of all, information related to how the policy is implemented is considered crucial. In the implementation of PKH in Wadeng Village, the existence of the General Guidelines for PKH Implementation published by the Ministry of Social Affairs of the Republic of Indonesia represents this information. The guidebook serves as a technical guide for the implementation of PKH and serves as a reference for implementers in carrying out the policy. Second, aspects of information on compliance with government rules and regulations are also relevant to the findings in the field. The authority of PKH Facilitators is linked to monitoring and evaluating the accuracy of PKH beneficiaries and ensuring the use of benefits in accordance with program provisions. This reflects efforts to ensure that the implementation of PKH is in accordance with established rules, in line with the concept of information and authority from Edward III's theory. However, there are obstacles in optimizing the authority of PKH assistants, especially in the

aspect of monitoring and evaluation. This is in line with the theory that the effectiveness of authority can be eroded if it is misused or not fully optimized.

d. Facility Resource

Physical facilities play a role in supporting the policy implementation process. Resource facilities or equipment are tools used to operationalize the implementation of a policy, including buildings, land, and devices, all of which will facilitate the provision of services.

Based on the interview, the researcher obtained information that in the implementation of PKH in Wadeng Village there are facilities in the form of a village hall building which is intended as a place for PKH deliberations or socialization, there are also banners that are used in supporting socialization activities, besides that KPM is also given an account book and also a Bank HIMBARA ATM card.

According to Edward III (1980), these facilities can be interpreted as resources that support the operationalization of policy implementation. The village hall building, which is designated as a place for PKH deliberations or socialization. This is in accordance with the concept that physical facilities, such as buildings. The use of banners also reflects the application of facility resources in PKH socialization efforts. Thus, the use of banners as visual communication aids can be considered a resource that supports the effectiveness of policy implementation. In addition, the provision of Bank HIMBARA account books and ATM cards to KPM indicates an effort to provide financial resources needed for the implementation of the Family Hope Program. These financial resources are expected to assist KPM in managing the assistance received in accordance with applicable regulations.

3.3. Disposition

Disposition plays an important role for the effective implementation of a policy is disposition. If the attitude of the implementers towards a policy is good, it is likely that the policy will be implemented according to the initial decision. The implementation of the PKH policy in Wadeng Village will be explained in 2 aspects, among others:

a. Appointment of Bureucrats

The disposition or attitude of implementers will cause real obstacles to policy implementation if the existing personnel do not implement the policies desired by higher officials. Therefore, the appointment and selection of policy implementation personnel must be people who are dedicated to the policies that have been set, more specifically to the interests of the community. The selection of policy implementers needs to be done carefully, by selecting individuals who have high credibility in their fields, so as to ensure smoothness in policy implementation.

Based on interviews with PKH Facilitators in Wadeng Village, the appointment of PKH Facilitators is carried out through a recruitment opening conducted by the Ministry of Social Affairs. The process of appointing a Family Hope Program facilitator is carried out through three stages. The first stage includes registration and completion of file requirements. The qualifi-

cations for applicants for this position include: physically and mentally healthy; maximum age of 35 years; domiciled in the sub-district area as needed; minimum education of Bachelor's degree in social sciences; able to use a computer; does not have the position of CPNS / PNS / TNI / POLRI or under contract with other parties; does not join political parties; not currently involved in a legal case; free of drugs and other addictive substances. The second stage is the announcement of administrative selection, and finally the implementation of psychological tests and field competency tests. After passing, the assistant will be placed in the domicile according to the address on the KTP. Meanwhile, based on an interview with one of the PKH group leaders in Wadeng Village, the appointment is carried out on a volunteer basis.

Edward III's theory (1980), which emphasizes that the disposition or attitude of implementers can be an obstacle in policy implementation if personnel do not implement policies as desired by higher officials, is relevant in the context of the research results on the appointment of PKH facilitators in Wadeng Village. In this case, the research results show that the process of appointing PKH Facilitators is conducted through a rigorous recruitment by the Ministry of Social Affairs. The recruitment process reflects efforts to ensure that the appointed PKH Facilitators have the appropriate characteristics with Edward III's theory of bureaucrat appointment. Requirements such as physical and mental health, maximum age, minimum education, and other provisions, are steps to select individuals who have high dedication and credibility in the social field. However, there is a significant difference with Edward III's theory regarding the appointment of PKH group leaders in Wadeng Village, which is done by volunteers. Although volunteers, the results of this study show the importance of individual motivation and dedication to the tasks and responsibilities undertaken. In addition, the voluntary appointment of PKH group leaders demonstrates the need to understand their motivation and commitment to program sustainability.

b. Incentives

Incentives are a technique to overcome disposition problems through incentive manipulation. Bureaucratic behavior sometimes tends to favor certain interests over the interests and problems actually faced by the community [12]. In the implementation of the PKH policy in Wadeng Village there is no incentive for policy implementers, for assistants only receive a basic salary for each month, which is 3-3.4 million. Meanwhile, the PKH group leader is not paid so it is voluntary.

Basically, Edward III's (1980) incentives as a tool to manipulate the attitudes of policy implementers. Incentives are expected to stimulate policy implementers to act in accordance with established policy objectives. However, the research results show that in the implementation of the PKH policy in Wadeng Village, there has been no provision of incentives to policy implementers, including PKH facilitators and group leaders. Incentives can be in the form of gifts or awards that can increase the motivation of implementers to carry out tasks better. In this context, PKH facilitators in Wadeng Village only receive a salary base without any additional incentives. The absence of a salary for voluntary PKH group leaders is also a factor that needs to be considered. Incentives in the form of rewards or compensation

can increase their commitment and motivation to play an active role in policy implementation.

3.4. Bureaucratic Structure

Bureaucratic structure affects the successful implementation of a public policy. That a policy that is determined must have the support of the bureaucratic structure. In the implementation of the PKH policy in Wadeng Village, it will be explained in 2 bureaucratic aspects, namely:

a. Standard Operational Procedure (SOP)

SOP play an important role in time efficiency, ensuring uniformity, and minimizing ambiguity in policy implementation. With SOP, the decision-making process becomes more organized and anticipated, thus enabling the fair and effective distribution of policy benefits. The procedures for implementing PKH in Wadeng Village are carried out in several stages, namely:

1. Planning
2. Determination of prospective FMU participants
3. Determination of KPM PKH
4. Data validation of prospective PKH beneficiaries
5. PKH social assistance distribution
6. PKH Assistance
7. Family capacity building
8. Verification of KPM PKH commitment
9. Updating KPM PKH data
10. PKH membership transformation

Essentially, Edward III's (1980) theory of standard operating procedures (SOPs) emphasizes the need for certainty of time, resources, and uniformity in complex work organizations. SOPs are considered a development of these internal demands, assisting in the planning, implementation, and evaluation of organizational activities. The results of the research that recorded the PKH implementation procedures in Wadeng Village with several stages, such as planning, determining prospective KPH participants, validating data on prospective PKH beneficiaries, determining KPM PKH, distributing PKH social assistance, PKH mentoring, improving family capabilities, verifying KPM PKH commitment, updating KPM PKH data, and transforming PKH membership, are in accordance with the SOP principles. In this context, PERMENSOS No. 1/2018 and the general guidebook for PKH implementation set by the Ministry of Social Affairs are the standard operating procedures used to set targets, conduct verification, and impose sanctions on PKH participants in Wadeng Village. The implementation of SOPs in the implementation of PKH in Wadeng Village reflects efforts to achieve certainty of time, resources, and uniformity in accordance with Edward III's SOP theory.

b. Fragmentation

Fragmentation is the distribution of policy responsibilities to several organizational units. It is necessary to divide or distribute tasks and responsibilities that are determined based on the organizational structure, with the aim that organizational tasks and functions can be distributed to all employees. Based on the data obtained by researchers in the implementation of PKH in Wadeng Village, there is already an organizational structure for PKH implementers that is simple and uncomplicated, with the intention that organizational activities remain flexible. In terms of fragmentation of PKH implementation in Wadeng Village, there is already a structured division of tasks and responsibilities.

1. Village officials, especially the Kasi Kesra, act as operators of the SIKS-NG application, propose people who meet the requirements of being poor through village meetings and submissions through RT/RW, and help direct the mechanism in the registration process.
2. PKH Facilitators act as intermediaries or bridging communication between KPM and the Government, where PKH Facilitators have a task:
 - Verification and Data Collection, PKH Facilitators are tasked with verifying KPM PKH data, and ensuring they are eligible and conducting accurate data collection.
 - Coaching and Mentoring, they provide coaching to KPM including skills training and counseling related to health and economic education.
 - Monitoring and Evaluation, PKH facilitators monitor KPM to ensure that the benefits received are used in accordance with the provisions of the program.
 - Reporting, PKH facilitators play a role in reporting PKH developments to the sub-district and social services.

3. The Group Leader is tasked with forwarding information conveyed by the PKH Facilitator to their respective group members, but also helping to bridge if there are obstacles or problems from their members to be conveyed to the PKH Facilitator and reporting related to the continuation of PKH to the Facilitator.

4. Conclusion

Based on the implementation of the PKH policy in Wadeng Village, Sidayu Sub-District, Gresik Regency using the theory of George C. Edward III (1980) draws the following conclusions:

1. Communication in the implementation of the PKH policy in Wadeng Village experienced several obstacles, especially in the process of information transmission and clarity of communication. Technological limitations, such as problems accessing WhatsApp groups, hamper the transmission of information to some beneficiary families. The difficulty of understanding by a small number of beneficiary families, especially in relation to differences in educational background, is a serious challenge in achieving clarity of communication. Nevertheless, the consistency aspect of the communication indicator is well met, with the implementation of PKH socialization being carried out consistently in accordance with the rules and procedures set by Permensos No. 1/2018. The consistency of PKH-related rules also provides a stable foundation for policy implementation.
2. In terms of human resources, Wadeng Village is considered to have adequate human resources, by involving implementers with special roles and ensuring the quality of human resources through education, training, and good coordination. The budget allocated for PKH in Wadeng Village is considered to be in accordance with the applicable regulations, specifically Minister of Social Affairs Regulation No. 1/2018 Article 57. Although the information process has started well with the General Guidelines for PKH Implementation as a technical guide, the implementation of PKH Facilitators' authority, especially in monitoring and evaluation, still needs to be improved. The mismatch of PKH beneficiary targets in the field shows that optimizing the authority of PKH Facilitators is still a challenge. The information process can be a good foundation, but further efforts are needed to ensure compliance and conformity with program provisions, especially in identifying families who should no longer be eligible to receive assistance. In terms of facility resource indicators, Wadeng Village is considered to have met the requirements with a village hall building, banners, and account books, and ATM cards.
3. Disposition, overall the process of appointing bureaucrats, especially PKH facilitators in Wadeng Village, can be considered to have run optimally. Careful steps and attention to the requirements set by the Ministry of Social Affairs show the accuracy in the selection of suitably qualified bureaucrats. This process ensures that the individuals appointed have high dedication and credibility in the social field, in accordance with Edward III's theory of bureaucrat appointment. However, there are obstacles in the incentive process in implementing the PKH policy in Wadeng Village. Although in-

centive theory emphasizes the importance of providing extra encouragement to increase the motivation of policy implementers, in reality, PKH facilitators only receive a basic salary with no additional incentives. The same applies to PKH group leaders who are volunteers without pay. The lack of incentives can be an obstacle in motivating policy implementers, which may result in their performance not reaching optimal levels.

4. The bureaucratic structure of the implementation of the Family Hope Program (PKH) in Wadeng Village shows conformity with the principles described in Edward III's theory (1980). The structure of the division of tasks and responsibilities in the implementation of PKH in Wadeng Village reflects the principles of fragmentation described by Edward III's theory. This structured division of responsibilities aims to ensure that policy implementation runs effectively and efficiently, and each organizational unit can focus on its respective duties. The implementation of fragmentation in accordance with the paradigm expected by Edward III's theory shows that the organizational structure in Wadeng Village supports the sustainability and effectiveness of PKH implementation. Thus, the overall implementation of PKH in Wadeng Village can be considered to have paid attention to the principles of Edward III's theory, both in the application of SOPs and the structure of the division of tasks and responsibilities.

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