

Implementation of the Family Hope Program (PKH) in Sidomulyo Village, Stabat District Langkat Regency

Cici Indah Sari¹, Budi Hartono^{2*}, Maksum Syahri Lubis³

Universitas Medan Area

Corresponding Author: Budi Hartono budihartono@staff.uma.ac.id

ARTICLE INFO

Keywords: Family Hope Program (PKH), Sidomulyo Village, Stabat District, Langkat Regency

Received : 2 January

Revised : 18 February

Accepted: 19 March

©2024 Sari, Hartono, Lubis: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

Implementation is a concrete step in realizing various policies and regulations that have been well structured. The Family Hope Program is the government's effort to alleviate poverty by the Law on poverty alleviation. Social minister no. 1 of 2018 states that the PKH program was prepared with the aim of reducing poverty rates and breaking the chain of poverty, improving the quality of human resources, and changing the behavior of KPMs which are relatively less supportive of increasing welfare. Implementation of the family hope program in the Sidomulyo sub-district, Staba sub-district is the focus of research in this paper. This research aims to analyze how the Family Hope Program (PKH) is implemented in Sidomulyo subdistrict, Stabat subdistrict, and to analyze the factors that influence the Family Hope Program (PKH) in Sidomulyo subdistrict, Stabat subdistrict, Langkat district. This research uses a descriptive method with a qualitative approach using interview techniques with key, main, and additional informants. The research object is the PKH beneficiary family, Sidomulyo sub-district, Stabat sub-district, Langkat district

INTRODUCTION

Poverty in underdeveloped and developing countries is still a focal point in its handling and eradication. Various regulatory policies are formulated to protect and safeguard their rights to life. Including Indonesia. As one of the developing parts of the country, poverty is a serious concern (Marzali, 2003). Throughout the regime shift and the leadership of the head of state, poverty has often been a major issue in the policies formulated in the country.

Multi-dimensional poverty is a classic problem but it is serious and often exists in society. In Indonesia, poverty should be a problem that needs to be given a serious opportunity in formulating how the process of handling it (Sinaga et al., 2019). This is because poverty is the biggest factor for many people experiencing difficulties in meeting their needs.

Based on the data obtained, from year to year, poverty is considered to be decreasing. There are 3 factors taken based on the Central Statistics Agency (BPS) that why the poverty rate is considered to have decreased. First, inflation can be maintained stably within the target range of 4.0 plus 1 percent in the sense of the government's success in maintaining price stability, especially during Eid al-Fitr when the need for food components is increasing at that time. Second, the real wages of the peasants have increased. The most obvious poverty in rural areas is that of farm workers. Improvements in real wages help improve the welfare of farmworkers so that the increase in rural poverty is reduced (Lubis, 2014). Third, various government programs related to poverty reduction are well integrated (Handayani et al., 2023). Such as improving the non-cash distribution database by using 1 card, food, and energy subsidy reform programs on target, optimizing the use of village funds based on people's welfare and poverty alleviation, and the distribution of the Family Hope Program (PKH) through integrating with other assistance to encourage the accumulation of assets/savings and access to other social services (MERI, 2023).

One form of assistance program for poverty alleviation is Conditional Cash Transfer (CCT) and PKH is one form of this program (Hia et al., 2021). It is familiar in the world and is also known as chronic poverty alleviation, as a form of social alleviation. The target of this program is to provide funds to Very Poor Households (RTSM) (Herlina et al., 2020). This is considered one of the government's efforts in accelerating poverty reduction.

In its implementation, there are still several obstacles and obstacles in the PKH program even though this program has been running as expected in recent years. Invalid data regarding the eligibility of PKH participants, as well as community dynamics that often occur regarding the eligibility of PKH participants. One of the problems that often becomes a problem is public complaints related to participants who should not be in the category of Very Poor Households (RSTM) (Jannah et al., 2022). On the one hand, some people from the community are considered worthy to be categorized as Very Poor Households but are not recorded and do not get the PKH program. This was obtained from information submitted by several community representatives and confirmed by PKH officers (Herlina et al., 2020).

Three previous studies on the implementation of the Family Hope Program (PKH) highlighted managerial, procedural, and impact aspects on recipient communities in various regions in Indonesia. The first study by Arief Sofianto (2020) found that although managerial and procedural in Central Java Province are considered good, the program targets are not appropriate due to invalid data, where most PKH recipients are not classified as poor (Sofianto, 2020). The second research by Wardani et al., (2023) shows that the implementation of PKH in Tenga Village, Woha District, Bima Regency has been effective by the objectives and implementation guidelines. This research highlights the process of socialization, distribution of funds, and its impact on the fields of education, health, and social welfare. Meanwhile, the third research by Chasanah et al., (2021) focuses on differences in PKH implementation in Gayungan District, Surabaya before the pandemic and in the era of New Habit Adaptation (AKB). The results showed changes in communication, socialization through digital platforms, and zone division as new strategies to improve program effectiveness and efficiency. The implementation of the decree that has been formulated is the keyword of the success of the policy. If the implementation of a policy finds obstacles from outside and within the institution, it will have an impact on the success of the policy and certainly affect people (Siregar et al., 2022).

LITERATURE REVIEW

This study focuses on examining the implementation of the Family Hope Program (PKH) in Sidomulyo Village, Stabat District, Langkat Regency, North Sumatra, and analyzing the factors influencing the program. Through qualitative and quantitative methods such as interviews, surveys, and data analysis, the research aims to gain a comprehensive understanding of the dynamics of PKH implementation at the local level and identify key factors affecting the program's success and sustainability. The analysis will cover various dimensions including socio-economic conditions, administrative efficiency, community involvement, and the effectiveness of program delivery mechanisms. The collaborative efforts between researchers, policymakers, and local stakeholders are expected to contribute to improving the effectiveness and efficiency of PKH in Sidomulyo Village, thereby addressing poverty alleviation and social welfare program issues in Indonesia comprehensively.

METHODOLOGY

The form of research used by the author in this study is a descriptive research method with a qualitative approach. According to Moleong (2011), research using descriptive methods is research directed to provide symptoms, facts, or events systematically and accurately regarding the characteristics of certain populations or regions. So this study seeks to describe the implementation of PKH in Sidomulyo Village, Stabat District, Langkat Regency with a qualitative approach.

In the context of this study, the key informant was the Head of Sidomulyo Village, Stabat District, Mr. Soegiono. The main informant was PKH Companion, Ibu Yera Khairida, while the additional informant was five PKH beneficiary community members in Sidomulyo Village. By involving these various types of informants, the research is expected to obtain comprehensive and in-depth information on the implementation of the Family Hope Program in the region.

This study used data collection techniques through interviews, observations, and documentation studies (Bah et al., 2020a, 2020b). The interviews were conducted in a structured manner to gain an in-depth understanding of PKH implementation. Observations are carried out directly at the location of program implementation and involve indirect observations through related documents. Documentation studies are conducted to collect data from various relevant sources. Data analysis was carried out interactively using the Miles and Huberman analysis model (Sijabat et al., 2023).

Focus on in-depth understanding of experiences, perceptions and contexts in which PKH is implemented. This approach will allow researchers to explore contextual factors that influence PKH implementation, as well as understand its impact holistically. Taking one village (Sidomulyo Village) as a single unit of analysis to explore PKH implementation in depth. With PKH beneficiaries, program implementation staff, and local stakeholders such as village heads, social welfare officers, and community leaders. Involving researchers in daily activities in Sidomulyo Village to understand the implementation of PKH directly. Review official documents related to PKH implementation, annual reports, and other related documentation.

RESULT AND DISCUSSION

Implementation of Family Hope Program (PKH) in Sidomulyo Village, Stabat District, Langkat Regency

The implementation of the Family Hope Program is the most important point that determines the success or failure of a program (Jannah et al., 2022). The program is in the context of alleviating poverty by the objectives that have been formulated and regulated in the Minister of Social Affairs Regulation Number 1 of 2018 in Article 2 Chapter 1 point a, which states that the PKH Program is to improve the living standards of Beneficiary Families through access to education, health, and social welfare services;

Social welfare in the context of this program refers to Law Number 11 of 2009 in the introduction states that to realize a decent and dignified life, and to fulfill the right to the basic needs of citizens to achieve social welfare, the state organizes social welfare services and development in a planned, directed, and sustainable manner (Sembiring, 2014).

Based on the results of interviews with the main informant, namely the Sidomulyo Village Subdistrict, Stabat District, Soegiono, SPd, it was revealed that the poverty data collection process was not optimal, causing prospective PKH Beneficiaries not fully eligible for the program because of the economic conditions that were still considered capable. This situation creates social inequality in Society (Oktapiani et al., 2022). To overcome this, Kelurahan took

steps by opening a dialogue with residents to listen to their complaints and aspirations.

In addition, the village administration also updates by evaluating poverty data through related applications, updating the latest conditions, recording unregistered poverty data, and re-examining the economic condition of residents who have been registered as beneficiaries of various social assistance programs. This is a concrete effort to ease potential social unrest due to existing inequalities. According to a statement from Sister Yera Khairida, who is a PKH Companion, one of the programs being carried out is the data validation process. Although this process has been carried out optimally by the assistant, the main obstacle faced is the dishonesty of the Beneficiary Families (KPM) related to their economic conditions.

Law Number 13 of 2011 is clearly explained in Article 1 which reads that the poor are people who have no source of livelihood at all and/or have a source of livelihood but cannot meet basic needs that are decent for themselves and/or their families. This criterion has been categorized by the government through the law. However, factually, it can be found that the target groups referred to in the Law do not meet the criteria specified above so in some cases, social inequality often occurs due to the poverty eradication process not going well.

Observations were made by researchers by finding various documents, both physical and digital, about the economic condition of residents, direct review of several PKH KPM people in their homes, and conducting checks in schools where KPM children are components of PKH social assistance recipients. From these observations, it was found that several PKH KPM people were categorized as capable and eligible to apply as independent graduates. Still, they were reluctant and did not have the awareness that they were no longer classified as impoverished families who were entitled to PKH assistance.

Factors Affecting the Implementation of the Family Hope Program (PKH) in Sidomulyo Village, Stabat District

Implementation will run well if the factors that influence it positively also run well (Lesmana & Widiyarta, 2022). This factor will then be known to what extent the implementation of the Family Hope Program (PKH) in the Sidomulyo sub-district, Stabat sub-district runs by applicable Operational Standards, namely the Law and several regulations of the Minister of Social Affairs.

As discussed in this study, researchers will use several factors that have been formulated by Edward (Button & Stough, 2000), including communication, resources, budget, information facilities, and authority. The four factors formulated by Edward will later become a measuring tool in this compiled research.

Communication factors allow the PKH program to succeed by what is formulated. The data sources obtained by researchers, including observations through the collection of various documents such as correspondence about the PKH program, documentation archives, direct observations in the field, and interviews from several informants to help complete the necessary research information.

1. Communication

The factor that influences the implementation of the Family Hope Program in Sidomulyo Village, Stabat District is Communication. Communication is a very important foundation for delivering information (Silaen et al., 2020). In this program, not only handling the poor must be eradicated, but also conducting socialization education to KPM PKH so that they can release the shackles of poverty in an independent, aware, and effective way. Education, socialization, and other interactions will be effective if done well (Lesmana & Widiyarta, 2022).

Based on observations made by researchers, it was found that several PKH KPM people were categorized as being able to communicate well, being open and inclusive, and being able to respond warmly to researchers. In the Sidomulyo Village Environment, good communication skills for public services are found, but there can still be village officers who have less polite communication with residents who visit.

From interviews with five residents who are also PKH Beneficiary Families in Sidomulyo Village, Stabat District, namely Kadisah, Kasmiwati, Minarsih, Reni Aslianti, and Susiani, they stated that they felt treated well by Sister Yera when conducting monthly meetings, even though sometimes they had difficulty understanding the material presented in P2K2 activities. When distributing PKH at POS, they experienced good service, but some officers seemed impatient with those who were crowded during the queue. They also noticed that the officers might feel tired and sultry, resulting in impatient reactions.

2. Human Resources

In an implementation, resources have an important relationship to a policy either in the form of planning programs or others. Resources are a vital tool that determines successful implementation. The more quality the resources owned, the more effective the implementation will be (Prawirosentono, 2012). Observations made by researchers by observing KPM behavior, collecting documentation related to physical resources such as facilities and infrastructure, and conducting documentation research related to disciplines and educational backgrounds of Sidomulyo village staff found that several KPM PKH people had good educational backgrounds and insights. Proven to be able to digest and answer some of the researcher's questions when conducting interviews. Then, based on the exposure of Sidomulyo Village document data, researchers also found the educational background of Sidomulyo Village staff by the duties and authorities that had been set.

Based on an interview with the Main Informant, Mr. Lurah of Sidomulyo Village, Soegiono, it was revealed that in the village office, the average staff has an S1 educational background that is by their field of work. Kelurahan also actively sends staff to attend performance capacity training to improve the quality of their work. Even though facilities and infrastructure are limited, the village still utilizes existing facilities to support the duties and work of staff. Despite trying to make efficiency in resource utilization, urban villages realize that their performance is less than optimal due to limited available resources.

3. Disposition

Disposition is defined as the attitude, tendency, or behavior of policy implementers (Akhmad, Kusnida, 2020). In the context of established regulations, in Permensos Number 1 of 2018 article 30 point 5 states that:

1. PKH implementers at the sub-district level at least have a responsible attitude in providing information and socializing PKH in kelurahan/village/other names;
2. Carry out PKH mentoring activities in villages/villages/other names;
3. Ensure the implementation of PKH by the plan;
4. Solve problems in the implementation of PKH;
5. Building networks and partnerships with various parties in the implementation of PKH; and
6. Report the implementation of PKH to district/city PKH implementers an implementation, resources have an important relationship with a policy either in the form of planning programs or others. Resources are a vital tool that determines successful implementation. The more quality of resources owned, the more effective the implementation will be applied.

The Permensos described above are attitudes that must be possessed by implementation implementers in this PKH companion as an extension of the Indonesian Ministry of Social Affairs (Hia et al., 2021). This study will see how the disposition possessed by PKH implementers, especially in the Sidomulyo sub-district, Stabat District.

The observations made by researchers focused on the behavior of PKH Assistants, Lurah, and village staff in Sidomulyo Village, Stabat District. From these observations, it was illustrated that the disposition of the implementation of the Family Hope Program in the area was considered quite good, especially in terms of the performance of PKH assistants and village staff. The results of an interview with the Main Informant, namely Mr. Lurah Soegiono, confirmed this. Mr. Soegiono stated that the village staff showed a good social attitude, especially in handling residents' complaints. They also actively communicate with PKH assistants to solve various problems faced by residents. In addition, Mr. Soegiono did not find any adverse actions against Beneficiary Families (KPM) from PKH assistants, such as levies on KPM or other immoral behavior (Virgoreta & Pratiwi, 2015).

In interviews with five residents as additional informants, who are also part of PKH Beneficiary Families in Sidomulyo Village, Stabat District, namely Kadisah, Kasmiwati, Minarsih, Reni Aslianti, and Susiani, they asserted that Bu Yera, or PKH Companion, never acted dishonestly towards them. They admit that Ms. Yera is responsible and often provides solutions when they face problems. However, they also noted that Ms. Yera was sometimes less assertive in dealing with some KPMs who were not disciplined towards the agreements that had been made by their group.

From the explanation above, it can be understood that a well-developed disposition is very important for the implementation of the Family Hope Program in Sidomulyo Village, Stabat District.

4. Bureaucratic Structure

Bureaucratic structure can be referred to as a mechanism, or procedure in an implementation. also referred to as Standard Operation Procedure (SOP) (Dwiyanto, 2011). SOP is also a guide in this context a guide in implementing Implementation in a Family Hope Program (Herlina et al., 2020). In this context, Permensos number 1 of 2018 can be used as a reference in seeing whether or not the bureaucratic structure is the right factor in the implementation of the Family Hope Program in the Sidomulyo sub-district, Stabat sub-district.

Observations were made by researchers by observing the behavior of PKH Assistants, village heads, and their staff as well as elements in the two institutions. From these observations, it was found that in general, the disposition of the implementers of the Family Hope Program Implementation in Sidomulyo Village, Stabat District, was quite good, both in terms of PKH assistants and Sidomulyo Village staff, Stabat District.

In the interview, Yera Khairida, as the Lead Informant, explained her role and responsibilities. He revealed that in every stage of the mechanism, from planning to the PKH graduation process or PKH membership transformation, they do not have the authority to determine prospective PKH participants or Beneficiary Families (KPM PKH). This often causes conflicts in the field because the community considers them to have authority in determining this. Limitations in determining PKH participation, which sometimes do not match the economic conditions and welfare level of PKH candidates, often cause reactions from the community and often result in complaints *tempera bang* (Oktapiani et al., 2022).

Based on interviews with five residents as additional informants from PKH Beneficiary Families in Sidomulyo Village, Stabat District, namely Kadisah, Kasmiwati, Minarsih, Reni Aslianti, and Susiani, they stated that the implementation procedure for the Family Hope Program (PKH) was considered good without significant obstacles. However, in the process of graduating and revoking the rights of KPM PKH, there was a slight obstacle because the welfare standards and economic conditions of KPM PKH were never discussed and agreed upon with all KPM PKH in Sidomulyo sub-district, Stabat sub-district.

Based on theory, regulation, observation, and interviews, it can be concluded that in general, the bureaucratic structure, which is one of the factors in the implementation of the Family Hope Program in Sidomulyo village, Stabat District, is considered quite good. However, the suitability of administrative data regarding the level of community welfare with field conditions is often inappropriate, which then causes conflicts and social inequalities among communities.

CONCLUSION AND RECOMENDATION

The success of the Family Hope Program (PKH) implementation in Sidomulyo Village is largely determined by several factors. The main focus of this program is to improve the living standards of Beneficiary Families (KPM) through access to education, health, and social welfare services. However, the suboptimal poverty data collection process is the main challenge in implementing PKH in the region. The lack of accuracy in determining KPM resulted in some families who were eligible not benefiting from this program.

The village government has taken steps to address this gap, such as opening dialogue with residents and making updates in poverty data evaluation. However, the main obstacles faced are dishonesty from KPM related to their economic conditions, as well as discrepancies between poverty criteria stipulated by law and field conditions. There are also challenges in the awareness and participation of KPM in the PKH program, where some of those who are already eligible to leave the program are reluctant to do so. Therefore, to improve the effectiveness of the PKH program, there is a need for improvements in the poverty data collection process, strengthening data validation, and increasing awareness and participation from KPM.

The implementation of the Family Hope Program in Sidomulyo Village is influenced by factors such as communication, human resources, disposition, and bureaucratic structure. Despite good communication skills, there are still areas of improvement in officers' interactions with residents. Adequate educational background among KPM PKH and village staff, but limited facilities and infrastructure affect performance. The disposition of program implementation is generally good, but there are problems related to determining PKH membership that cause conflicts. The bureaucratic structure is considered quite good, although there are still obstacles in determining PKH participation and incompatibility of administrative data with field conditions. Improvements in communication, human resource management, disposition, and bureaucratic structure are needed to improve the effectiveness of PKH implementation in Sidomulyo.

FURTHER STUDY

Exploring certain aspects of PKH implementation that have not been fully revealed in previous research, such as the program's impact on children's education, family health, or economic empowerment. Comparing the implementation of PKH in Sidomulyo Village with other villages in the same district or other regions in Indonesia. This can provide a deeper understanding of the contextual factors that influence program effectiveness. Involves various scientific disciplines such as social sciences, economics, health and anthropology to understand the implementation of PKH in a comprehensive and multidimensional manner. Examining innovative efforts or improvements made in implementing PKH in Sidomulyo Village and evaluating their impact. This can help in identifying best practices that can be implemented more widely.

REFERENCES

- Akhmad, Kusnida, N. (2020). Implementasi Undang-Undang Republik Indonesia Nomor 6 Tahun 2014 Tentang Desa (Studi Pada Fungsi Badan Permusyawaratan Desa Di Desa Bintang Ninggi II Kecamatan Teweh Selatan Kabupaten Barito Utara). *Jurnal Administrasi Publik*, 6(1), 10–15.
- Bah, Y. M., Ridwan, M., Suharyanto, A., & Amal, B. K. (2020a). *Introduction to The Fundamentals of Social Work*. Medan: Bircu Publisher.
- Bah, Y. M., Ridwan, M., Suharyanto, A., & Amal, B. K. (2020b). *Social Work Research*. Medan: Bircu Publisher.
- Button, K. J., & Stough, R. (2000). *Air transport networks: Theory and policy implications*. Edward Elgar Publishing.
- Chasanah, U., Suyanto, M., & Istanto, Y. (2021). Internal marketing in its influence on organizational commitment: The mediation of job satisfaction and organizational justice. *WSEAS Transactions on Business and Economics*, 18(70), 712–731.
- Dwiyanto. (2011). *Mengembalikan Kepercayaan Publik Melalui REFORMASI BIROKRASI - Agus Dwiyanto - Google Books*. In PT. Gramedia Pustaka Utama.
- Handayani, N., Risianti, R., & Simangungsong, F. (2023). COLLABORATIVE GOVERNANCE DALAM PENANGGULANGAN KEMISKINAN COLLABORATIVE GOVERNANCE IN POVERTY REDUCTION IN BANGKALAN REGENCY , EAST JAVA PROVINCE. 13(1), 66–77.
- Herlina, H., Warjio, W., & Siregar, N. S. S. (2020). Implementasi Program Keluarga Harapan Di Kelurahan Sumber Sari Kecamatan Sei Tualang Raso Kota Tanjungbalai. *Strukturasi: Jurnal Ilmiah Magister Administrasi Publik*, 2(2), 153–161. <https://doi.org/10.31289/strukturasi.v2i2.55>
- Hia, E. N., Siagian, M., & Achmad, N. (2021). Implementasi Family Development Session Program Keluarga Harapan. *Perspektif*, 10(1), 128–139. <https://doi.org/10.31289/perspektif.v10i1.4146>
- Jannah, N., Muda, I., & Jamil, B. (2022). Implementasi Kebijakan Program Keluarga Harapan (PKH) di Bidang Pendidikan (Studi Kasus di Kelurahan Kota Matsum IV Kecamatan Medan Area) Implementation of Education Family Pogram (PKH) Policy in The Field of Education (Case Study in the Urban Village of . *Jurnal Ilmiah Administrasi Publik Dan Pemerintahan (JIAAP)*, 1(1), 8–15. <https://doi.org/10.31289/jiaap.v1i1.774>
- Lesmana, R. H., & Widiyarta, A. (2022). Efektivitas Quick Response Code Indonesian Standard Sebagai Metode Pembayaran Nontunai Suroboyo Bus. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 4(4), 2260–2268. <https://doi.org/10.34007/jehss.v4i4.1060>

- Lubis, Y. A. (2014). Studi Tentang Aktivitas Ekonomi Masyarakat Pesisir Pantai Pelabuhan. *JPPUMA: Jurnal Ilmu Pemerintahan Dan Sosial Politik UMA (Journal of Governance and Political Social UMA)*, 2(2), 148-155.
- Marzali, A. (2003). Strategi peisan Cikalong dalam menghadapi Kemiskinan. Yayasan Obor Indonesia.
- MERI, A. (2023). *PEMBERDAYAAN KELUARGA PENERIMA MANFAAT PROGRAM KELUARGA HARAPAN (KPM PKH) DALAM UPAYA MENINGKATKAN GRADUASI MANDIRI. UNIVERSITAS LAMPUNG.*
- Moleong, L. . (2011). *Metodologi Penelitian Kualitatif Edisi Revisi. PT. Remaja Rosdakarya.*
- Oktapiani, N., Warjio, W., & Ginting, B. (2022). Partisipasi Politik Penerima Manfaat Penyandang Disabilitas Program Keluarga Harapan Pada Pemilihan Legislatif 2019. *Perspektif*, 11(3), 1161-1172. <https://doi.org/10.31289/perspektif.v11i3.6465>
- Prawirosentono, S. (2012). *Manajemen sumber daya manusia: Kebijakan kinerja karyawan, kita menuju organisasi kompetitif dalam perdagangan bebas dunia. BPFE.*
- Sembiring, W. M. (2014). Persepsi Konstituen Terhadap Anggota DPRD dalam Meningkatkan Kesejahteraan Masyarakat. *JPPUMA: Jurnal Ilmu Pemerintahan Dan Sosial Politik UMA (Journal of Governance and Political Social UMA)*, 2(2), 119-132.
- Sijabat, I. P., Lubis, Y., & Hartono, B. (2023). Implementasi Kebijakan Peraturan Walikota No. 49 Tahun 2021 di Kota Medan. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 5(4), 2732-2744. <https://doi.org/10.34007/jehss.v5i4.1669>
- Silaen, N. R., Wiratanaya, G. N., Mustika, A., Ratri, W. S., Haris, I., Muniarty, P., Nurhayati, Nugraha, A. M., Noekent, V., Kurniawan, A., Choiriyati, W., Hasbi, I., Saputra, M. I., Fauziyyah, N., Ridwan, M., Susanto, L., & Putri, M. I. (2020). *SOSIOLOGI KOMUNIKASI. WIDINA BHAKTI PERSADA BANDUNG.*
- Sinaga, M., Tarigan, U., & Dewi, R. (2019). Peranan Unit Pengelola Kegiatan PNPM Mandiri dalam Meningkatkan Kesejahteraan Masyarakat. *Perspektif*, 7(2), 46. <https://doi.org/10.31289/perspektif.v7i2.2528>
- Siregar, M. I., Adam, A., & Isnaini, I. (2022). Analisis Kinerja Rencana Pembangunan Jangka Menengah Daerah (RPJMD) Kabupaten Padang Lawas Utara Tahun 2019-2023. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 5(2), 1367-1376. <https://doi.org/10.34007/jehss.v5i2.1292>

- Sofianto, A. (2020). Implementasi Program Keluarga Harapan (PKH) di Provinsi Jawa Tengah. *Sosio Konsepsia*, 10(1), 14-31.
- Virgoreta, D., & Pratiwi, R. N. (2015). Implementasi Program Keluarga Harapan (PKH) Dalam Upaya Meningkatkan Kesejahteraan Masyarakat (Studi Pada Desa Beji Kecamatan Jenu, Kabupaten Tuban). *Jurnal Administrasi Publik*, 2(12), 1-6.
- Wardani, W. A., Ismail, M., Kurniawansyah, E., & Sawaludin, S. (2023). Implementasi Program Keluarga Harapan (PKH) di Desa Tenga Kecamatan Woha Kabupaten Bima. *Jurnal Ilmiah Profesi Pendidikan*, 8(4), 2189-2196.