



## Social Service Intervention Strategy in Encouraging the Transformation of Independence of Family Hope Program Recipients (PKH) in West Limboto District

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### ABSTRACT

The problem of poverty and the high dependence of Beneficiary Families (KPM) on the social assistance of the Family Hope Program (PKH) are still challenges in community empowerment efforts. Although PKH is designed to encourage independence, in practice there is still a gap between the program objectives and conditions in the field, especially in West Limboto District, so a more effective intervention strategy is needed from the Social Service. This study aims to analyze the intervention strategy of the Social Service in encouraging the transformation of the independence of PKH recipients and identify the supporting and inhibiting factors. The research method used is a qualitative approach with a descriptive type of research. The data collection technique is carried out through observation, interviews, and documentation, while data analysis uses data reduction, data presentation, and conclusion drawing with validity test through triangulation. The results of the study show that the intervention strategies carried out include aspects of Plan, Pattern, Position, Perspective, Ploy. However, the implementation is not optimal because there are still limited resources, lack of program integration, and low changes in the mindset of KPM. On the other hand, the support of social companions and empowerment programs are supporting factors in encouraging independence. The conclusion of this study emphasizes that the intervention strategy of the Social Service has not been fully effective in transforming the independence of KPM, so it is necessary to strengthen programs that are more integrated, sustainable, and based on community needs.

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### INTRODUCTION

Every country faces complex development challenges, one of which is poverty. Poverty is a multidimensional problem related to the inability to access economically, politically and social-psychologically. Poverty can hinder the development of a nation, resulting in the non-fulfillment of human rights. The impact of poverty is widespread (*Multiplier Effects*) to the social order as a whole (Najidah & Lestari, 2019). Therefore, poverty alleviation efforts are a priority agenda in sustainable development (*Sustainable Development Goals/SDGs*) globally, which is also the main focus of the Indonesian government.

In Indonesia, poverty is still a serious challenge in development, because positive economic growth has not been fully followed by equitable distribution of people's welfare. This condition has the potential to hinder human development, because poor people tend to lack the ability and resources to improve their quality of life. Since the economic crisis that hit Indonesia, the impact of poverty has become one of the most complex issues

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affecting social and political stability. Although the government has succeeded in significantly reducing the poverty rate until 2019, this problem remains a major issue in the national development process. This is because people's welfare is not only measured by increasing income, but also by the ability to meet basic needs and enjoy a decent quality of life (Susanti et al., 2024).

In an effort to accelerate poverty alleviation, the government as a *Policy Maker* has a great responsibility in ensuring the fulfillment of the basic rights of citizens, especially for poor and vulnerable groups. This commitment is realized through various comprehensive and sustainable social protection policies and programs. One of the strategic steps taken is the launch of various Social Assistance Programs (Bansos) that aim to ease the economic burden of the poor and increase access to basic services such as health, education, and nutrition. These programs are based on a strong legal umbrella, namely Law Number 40 of 2004 concerning the National Social Security System and Law Number 11 of 2009 concerning Social Welfare, which affirms the state's obligation to provide social security for all citizens. One of the concrete forms of this policy is the Family Hope Program (PKH) which is regulated through the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 1 of 2018 concerning the Family Hope Program (Nuraida, 2020).

The Family Hope Program or PKH is one of the government's efforts to accelerate poverty alleviation and specifically aims to break the chain of poverty across generations. This program is known internationally as *Conditional Cash Transfer (CCT)*. Since its launch in 2007, PKH has contributed to reducing poverty and encouraging the independence of social assistance recipients, hereinafter referred to as Beneficiary Families (KPM) (Sana, 2023). This social assistance program is a conditional program for poor and vulnerable families or people who are registered in the integrated data of the poor handling program, processed by the Social Welfare Data and Information Center and designated as PKH beneficiary families (Nur Aeda & Riadul Jannah, 2022). The use of PKH assistance provides short-term and long-term benefits. In the short term, this assistance helps reduce the burden of expenditure on poor families, while in the long term it is expected to break the chain of poverty through improving the quality of education and health. PKH is also expected to be able to contribute to the achievement of goals *Millennium Development Goals (MDGs)* that are now on the agenda *Sustainable Development Goals (SDGs)* (Nuraida, 2020). Therefore, the success of PKH is not only measured by the reduction of the poverty rate momentarily, but also by the extent to which this program is able to transform its recipients into independent individuals and no longer dependent on social assistance.

Although PKH has been proven to be able to reduce poverty rates at the national level, one of the biggest challenges that arises in its implementation is the phenomenon of dependency (*Dependency*) among Beneficiary Families (KPM). This dependence arises when the social assistance received continuously weakens the motivation of the KPM to try to improve their standard of living independently. Research conducted by (Setyawardani et al., 2020) regarding "The Impact of PKH Assistance on the Poor in Bumi Nyiur Village, Wanea District, Manado City" shows that although PKH assistance helps meet basic household needs, most of the recipients are still unable to transform into economically independent. The assistance tends to create the perception that welfare can be achieved through dependence on government programs. The findings are in line with research by (Silviana & Chilmy, 2024) entitled "The Role of Family Hope Program (PKH) Companions in Achieving Independent Graduation in Tugusari Village, Bangsalsari District, Jember Regency" which highlights the importance of the role of companions in encouraging changes in the behavior and mindset of beneficiaries. However, this study also indicates that companion efforts are often limited to administrative aspects and have not been followed by systematic intervention strategies from the Social Service in creating sustainable independence.

Recognizing these challenges, the role of social interventions carried out by implementing agencies such as the Social Service has become crucial. This social intervention is not limited to administrative assistance, but includes a series of empowerment activities designed to build KPM capacity. This strategy ideally includes skills training, entrepreneurship development, motivational guidance, and strengthening group institutions. The success of independence transformation is largely determined by the quality and relevance of the mentoring programs provided. Effective interventions are those that are able to identify the local potential and real needs of KPM, so that the programs implemented are participatory and sustainable. Furthermore, (Nurhayati, 2025) emphasizing that social companions have a central role as agents of change in the field that bridge government policies with the social reality of beneficiaries. Companions not only serve as administrative liaison, but also function as motivators, educators, and facilitators in the process of empowering KPM to achieve independence. This role requires the ability of companions to understand the socio-economic conditions of the community, manage group dynamics, and build participatory and empathetic relationships. The research shows that the effectiveness of mentoring is greatly influenced by the extent to which companions are able to be a catalyst for behavior change and mindset of the poor towards sustainable independence.

However, in practice, the intervention strategies implemented often face various obstacles that hinder the achievement of the goal of independence. Training and mentoring programs that are supposed to be a means of empowerment are often not on target, not optimally integrated, or even ceremonial without being followed by continuous follow-up. The lack of synergy between implementing agencies and the lack of accurate needs mapping cause the interventions carried out to be unable to answer the fundamental problems faced by KPM. On the other hand, limited resources, both in terms of budget and accompanying capacity, are also the main inhibiting factors in

the implementation of intensive and sustainable social interventions. This condition causes the transformation towards independence to be slow, even in some cases not happening at all, so that beneficiaries remain trapped in a circle of dependence on social assistance.

The context of this problem is very relevant in the Gorontalo Regency area, especially in West Limboto District. Based on the 2024 Integrated Social Welfare Data (DTKS), the poverty level in this district is still significant, with a total of 82,981 families (268,384 people) included in the poor and vulnerable poverty categories. West Limboto District itself contributes a considerable number, namely 5,456 families or 16,207 people. This data shows that this area is a pocket of poverty that requires serious attention and effective intervention. The existence of 1,485 KPM PKH in this sub-district in 2024, with the realization of fluctuating distribution, indicates the large scale of the challenge as well as the potential to encourage socio-economic change if managed with the right strategy. The high number of KPM is a strong justification to explore how social interventions carried out by Social Services at the local level can be optimized. Based on the recapitulation data of recipients of the Family Hope Program (PKH) in West Limboto District, the number of Beneficiary Families (KPM) in the last three years has fluctuated. Based on the recapitulation data of PKH recipients in the last three years, the number of KPM has decreased gradually. In 2022, there were 1,748 KPM, then decreased to 1,522 KPM in 2023 (down around 12.9%), and again decreased to 1,485 KPM in 2024 (down about 2.4% from the previous year). Overall, there was a decrease of 263 KPM or around 15% in the last three years.

However, in 2024 the average realization of aid distribution will still reach around 1,448 KPM per stage or around 97.5% of the total registered recipients. This high percentage of realization shows that almost all registered KPM are still actively receiving assistance. Thus, although there has been a quantitative decline in the number of recipients, the number that remains above a thousand families every year and the high percentage of realization shows that the level of dependence on social assistance is still relatively high.

In addition to the problem of dependency in general, social dynamics in the field show that the implementation of the Family Hope Program (PKH) in West Limboto District is still faced with quite complex problems. One of the issues that often arises is the practice of nepotism or social closeness in the process of determining Beneficiary Families (KPM). In some cases, the community said that there are recipients of assistance who continue to receive PKH not because they meet the poverty criteria, but because of a close relationship with village officials or certain figures. This condition causes assistance to not always be on target and actually strengthens the culture of dependence.

This phenomenon also creates the mindset that PKH is assistance that can be received continuously without any encouragement to increase one's capacity or make behavior changes. Some KPM even have the belief that PKH is a "hereditary right," so there is a reluctance to leave the program even though their economic conditions have improved. This perception is one of the factors inhibiting the achievement of independence transformation which is the main goal of the program.

Thus, the gap between the ideal goal of the Family Hope Program (PKH) to create independence and the reality in the field that shows that there is still a high level of dependence, this research is important. This study aims to analyze the intervention strategies carried out by the Social Service in encouraging the transformation of the independence of recipients of the Family Hope Program (PKH) in West Limboto District. Through a comprehensive analysis, it is hoped that this study can provide strategic recommendations for increasing the effectiveness of empowerment policies, so that the transformation process towards the independence of beneficiary families can run more optimally and sustainably."

## RESEARCH METHODS

### Approaches and Types of Research

Types of research used in research Social Service Intervention Strategy in Encouraging the Transformation of Independence of PKH Recipients in West Limboto District is Descriptive research with a qualitative approach. According to Stuart (2005:6), Qualitative research is research that intends to understand the phenomena of what the research subject experiences such as behavior, perception, motivation, action, and so on holistically, and by way of description in the form of words and language, in a special natural context, and by utilizing various natural methods (Zuchri Abdussamad, 2021)

According to (Scott, 2013) The qualitative research method is a research method based on the philosophy of positivism, used to research on the condition of natural objects, (as opposed to experiments) where the researcher is the key instrument, sampling of data sources is carried out in a *Purposive* and *Snowball*, collection techniques with triangulation, data analysis is inductive/qualitative, and qualitative research results emphasize meaning rather than generalization.

This qualitative approach was chosen because it was considered most suitable for the purpose of the research, which is to describe and explain the intervention strategies carried out by the Social Service in encouraging the transformation of the independence of recipients of the Family Hope Program (PKH) in West Limboto District. Through this approach, the researcher seeks to understand in depth the planning, implementation, and obstacles faced by the Social Service, and see how the strategy affects changes in behavior and independence of Beneficiary Families (KPM).

### Research Location and Time

This research will be carried out in the Gorontalo Regency Social Service and the West Limboto District area. This location was chosen because the Social Service is an agency that has direct authority in the management and implementation of the Family Hope Program (PKH), including social intervention efforts to encourage the independence of beneficiaries. West Limboto District was chosen as the research location because it is one of the areas with a fairly high number of Beneficiary Families (KPM), so it is relevant to research how the Social Service's intervention strategy is applied in increasing the independence of PKH recipients at the field level. The selection of this location is based on considerations of relevance to the research focus, the availability of the required data, and the ease of access for researchers to conduct observations, interviews, and documentation during the research process. This research is planned to be carried out for two months, starting from November 2025 to January 2026, with stages including preparation, data collection in the field, data analysis, and preparation of research reports.

### Data Source

In research activities, there are many important things that go with it, in addition to research topics and methodologies, there is also research data. Without data collected in a research. So the research will be stagnant, because nothing can be decided or concluded, aka the research does not yield results. In research, data has a crucial nature because it will prove the theoretical foundation and provide answers to the formulation of the problem. At the same time, it determines whether the hypothesis prepared is appropriate or vice versa. For this reason, the data sources in this study consist of primary and secondary data.

### Data Collection Techniques

Data collection techniques are methods or methods used to obtain data from research objects. In this study, the data collection technique is carried out through purposive sampling. According to Sugiyono (2019), purposive sampling is a sample determination technique with certain considerations. This means that sampling is based on certain considerations or criteria that have been formulated in advance by the researcher (Ani et al., 2021)

The purposive sampling technique was chosen so that researchers could obtain relevant, in-depth, and research information from informants who have direct knowledge and experience in the implementation of the Family Hope Program (PKH).

### Data Analysis

Data analysis is an effort to systematically find and organize the results of observations, interviews and other results to improve the researcher's understanding of the case being studied and present it in findings for others (Muhadjir, 2000). Meanwhile, according to Moleong, data analysis is the process of measuring the sequence of data, organizing it into a pattern, category and basic description. This contains several understandings that in its implementation data analysis must be carried out from the beginning of data collection in the field, this needs to be done intensively so that all data in the field is collected. (October et al., 2022)

According to Ulber Silalahi, analysis activities consist of three streams of activities that occur simultaneously, namely data reduction, data presentation, and conclusions/verification.

## RESULTS AND DISCUSSION

### Plan

*Plan* is the initial stage in the Mintzberg 5P approach which emphasizes how an organization prepares strategic planning before implementing policies or programs. In the context of this study, *the Plan* indicator is used to see how the Gorontalo Regency Social Service, especially the Social Protection and Security Sector, prepares the Family Hope Program (PKH) activity plan in encouraging the independence of Beneficiary Families (KPM) in West Limboto District.

This planning is important because PKH is not only interpreted as a distribution of social assistance, but also as an instrument to improve welfare and reduce people's dependence on government assistance. Therefore, careful planning is expected to be able to produce programs that are right on target and oriented towards empowerment.

Based on the results of an interview with the Head of Social Protection and Security / Social Empowerment and Handling of the Poor, Mr. "IN", which was held on Wednesday, December 17, 2025 at 11.04 WITA, information was obtained regarding the planning of activities related to the implementation of the Family Hope Program (PKH) and social assistance in encouraging the independence of Beneficiary Families (KPM) in West Limboto District.

The first question asked on the *Plan* indicator is "How do you as the Head of the Division prepare an activity plan that is directly related to the Family Hope Program (PKH) and social assistance to encourage KPM independence in West Limboto District?"

The informant stated:

*"Activity planning is carried out at the beginning of the fiscal year through a coordination meeting involving all stakeholders and program implementers, including PKH human resources. In the meeting, the agenda for activities for the next year was discussed, one of which was related to socialization and education strategies to the beneficiary community, both individually and in groups."*

The second question asked on this indicator is "What are the main things that you consider in designing empowerment or social protection activities for PKH recipients?"

The informant said:

*"In designing social empowerment and protection activities, we are guided by the mandate of the 1945 Constitution Article 34 Paragraph (1) that the poor and abandoned children are cared for by the state. We also encourage PKH companions to report underprivileged people who have not been touched by assistance so that they can be proposed to other assistance programs other than PKH."*

In addition, the informant emphasized that PKH companions are not only focused on the implementation of monthly group meetings (P2K2), but are also directed to conduct home visits to find out the social, economic, and family conditions of KPM directly. This approach is considered important to build emotional closeness between the companion and KPM so that various welfare problems can be identified and handled more comprehensively.

The statement shows that the planning of PKH activities is carried out in a systematic and participatory manner, with emphasis on aspects of education, social protection, and community empowerment. This is in line with the concept of Plan in Mintzberg's theory, where planning is understood as a conscious and structured effort to achieve organizational goals, in this case encouraging the independence of Beneficiary Families through the Family of Hope Program.

Based on the results of an interview with the second informant, namely the Technical Officer of the Social Service, Mr. "FSN", which was held on Wednesday, December 17, 2025 at 12.19 WITA, information was obtained regarding the technical planning of empowerment activities in the implementation of the Family Hope Program (PKH) in West Limboto District.

The question asked in the *Plan* indicator is "How is the process of the technical unit preparing an empowerment activity plan?"

The informant said:

*"In the process of preparing a PKH human resource empowerment plan, each companion has their own work area. The implementation of companion activities is adjusted to the directions and deadlines set by the Ministry of Social Affairs. The activities carried out are quite diverse, such as group meetings, P2K2, data collection, and data updates. All of these activities are carried out by the companions by adjusting the conditions of the region and the number of survey targets that must be achieved."*

Furthermore, the second question asked was "What are the key technical considerations in determining which activities need to be prioritized?"

The informant stated:

*"The priority of activities has basically been regulated by the Ministry of Social Affairs. We work based on the predetermined time, so that if given a deadline of one day, the activity must be completed within one day in accordance with the existing directions."*

The informant's statement emphasized that the determination of activity priorities focuses more on compliance with the schedule and time targets that have been set by the central government. This condition shows that technical units in the regions play a role as policy implementers, with the main focus on the effectiveness of time and the accuracy of the implementation of activities so that the PKH program targets can be achieved in accordance with applicable regulations.

Based on the results of an interview with the Family Hope Program (PKH) Companion of West Limboto District, Mr. "SHM", which was held on Tuesday, December 30, 2025 at 10.59 WITA, information was obtained about the assistance planning process carried out to encourage the independence of Beneficiary Families (KPM).

The first question asked on the *Plan* indicator is "In your opinion, how is the assistance planning process to help KPM to be more independent?"

The informant said:

*"Assistance in the Family Hope Program is planned through Family Ability Building (P2K2) meetings which are held regularly at least once a month. Each village is divided into several PKH groups consisting of around 20 to 30 KPM based on the proximity of the residential area, such as the division per hamlet. Each group holds a monthly meeting with predetermined P2K2 materials."*

Furthermore, the second question asked is "What factors do you usually consider when planning mentoring activities?"

The informant stated:

*"The main factors considered in assistance planning are the social conditions and living conditions of KPM. The formation of groups is carried out based on the proximity of the region and characteristics of KPM, including age and economic conditions. Elderly KPM is usually combined with KPM of productive age in order to create interaction and support each other in the group."*

The statement shows that mentoring planning considers the social and psychological aspects of KPM, not solely the administrative aspects of the program. This shows that PKH facilitators strive to create a supportive, inclusive, and participatory group environment as part of the mentoring planning strategy to strengthen solidarity and encourage behavioral changes in KPM towards independence.

Based on the results of an interview with the Head of Yosonegoro Village, West Limboto District, namely Mr. "IAH", which was held on Monday, December 29, 2025, at 11.18 WITA, an overview was obtained of the planning of village support for Beneficiary Families (KPM) of the Family Hope Program (PKH) in an effort to encourage community independence.

The first question asked was "How do villages plan support for KPM PKH so that they can be more independent?" The informant said that:

*"The first step taken is to first look at the condition of PKH recipients. On average, they come from families with weak economic conditions, some are elderly and still have dependents of children who are in school. Due to the limited village funds, we have not been able to provide large special programs. Therefore, the main form of support that we do is to provide motivation and encouragement so that they continue to try and work according to their respective abilities, so that they do not continue to depend on PKH assistance."*

Furthermore, the second question is "What is the basis for village considerations when determining assistance or empowerment programs?" The informant explained that:

*"The basis for village considerations in determining assistance or empowerment programs is the level of poverty and people's living conditions. However, the determination of PKH recipients is technically better known by PKH companions. We in the village only adjust to existing conditions. In addition, the limited village fund budget is also a consideration, so we focus more on activities that encourage and motivate the community, such as corn and rice farming assistance, or encourage small businesses for residents who have skills."*

From the results of the interview, it can be concluded that village planning in supporting KPM PKH is based on the real conditions of the community and the financial capacity of the village. In the perspective of Mintzberg's theory, this condition reflects the concept of *Plan*, where planning is carried out realistically and adaptively, by adjusting the goal of community empowerment to the limited resources owned by the village.

The researcher then looked at the perspective of the community as a party that received the direct impact of the implementation of the program, especially in an effort to improve family economic conditions. In the *Plan* indicator, the researcher interviewed 6 community informants who received the Family Hope Program (PKH). One of the informants was a community who lived in Huidu Village and had been a PKH recipient from 2015 to 2025. The interview was held on Monday, December 29, 2025 at 11.00 WITA with an informant named "LD".

The first question asked on the *plan* indicator is "What is your plan to improve the family's economic condition in the future?" The informant said that:

*"When faced with economic difficulties, I prefer to increase my business and work harder. I don't depend on aid right away, because from the beginning I instilled in myself that it is only support."*

Furthermore, the second question asked was "When family economic businesses or activities are hampered, what steps do families take most often?" The informant said that:

*"If economic activities are hampered, I usually look for other ways to keep working and adjust family expenses. In addition, the experience and learning from PKH activities also help me to be stronger in facing difficult economic conditions."*

Furthermore, the second informant, Mrs. "H", as the Family Beneficiary of the Family Hope Program (PKH) from 2019 to 2026, on Monday, December 29, 2025 at 13.00 WITA, responded to the first question as follows:

*"So my plan for the future is to try to be independent and not depend on PKH. Even though I am currently still receiving PKH because I am still in decile 3, I still try to manage my finances well and meet my family's needs from my own business, so that if one day PKH is stopped I will be ready."*

In response to the second question:

*"PKH really helps me in planning my family's future, especially for children's education. With PKH's assistance, children's school needs can be met, so I can focus more on thinking about future plans without being too burdened with education costs."*

Then still related to the same question, the third informant, Mrs. "MD", as the Family Beneficiary of the Family Hope Program (PKH) from 2024 to the present (2025), on Monday, December 29, 2025 at 14.00 WITA, responded to the first question as follows:

*"For the plan to improve the economy in the future, to be honest, I haven't thought too much about it, because I still focus on meeting the needs of my children, especially education. But I still try so that later, even though I no longer receive PKH, I can meet my family's needs by working as much as I can."*

The second question, the informant answered:

*"PKH really helps me in planning my family's future, especially for children's education. With PKH's assistance, children's school needs can be met, so I am calmer and have hope that my children can continue their education until college."*

Furthermore, still on the same question, the fourth informant, Mr. "SM", as the Family Beneficiary of the Family Hope Program (PKH) from 2022 to the present (2025), who was interviewed on Monday, December 29, 2025 at 14.30 WITA, conveyed his response to the first question as follows:

*"For the plan to improve economic conditions in the future, to be honest, I haven't thought too carefully because the current economic conditions are still difficult. I am still focused on meeting the needs of my children, especially education. However, I still hope that in the future I can get a permanent and decent job so that I can meet the needs of my family without depending on PKH."*

In response to the second question, the informant said that:

*"PKH assistance really helps me in planning my family's future, especially for the needs of school children. With PKH, I can be more calm because my children's educational needs can be met, even though it is still difficult to improve the family's economy for a long-term plan."*

Still related to the same question, the fifth informant, Mrs. "D", as the Family Beneficiary of the Family Hope Program (PKH) since 2017 until now (2026), on Monday, December 12, 2025 at 14.34 WITA, responded to the first question as follows:

*"For the plan to improve the economy in the future, I haven't really thought about opening a business because my main focus is still on meeting the needs of children who are still in school. But I realize that in the future I have to try to be independent."*

In response to the second question, the informant replied:

*"PKH assistance helps me in planning my family's future, especially ensuring that my children's educational needs are met. With PKH, I can think more calmly about the continuation of my children's schooling."*

Furthermore, as the sixth informant as well as the last informant, Mrs. "SN", as a Family Beneficiary of the Family Hope Program (PKH) since 2017 who successfully graduated or was independent in 2022, on Monday, January 12, 2026 at 14.50 WITA, responded to the first question as follows:

*"Now we have graduated or are independent. When asked how our plan got to this point, from the beginning we always tried and changed the mindset that the assistance was only temporary. After getting a job and income, we started to make a plan to build a small business, until finally everything went according to plan and we successfully graduated."*

In response to the second question, the informant said that:

*"When we were still receiving PKH, the assistance really helped us meet the needs of our children. From there, we can make plans for the future, especially how to improve the family economy independently."*

Based on the results of interviews with the six informants who received the Family Hope Program (PKH), it can be concluded that in the *Plan* indicator, most of the Beneficiary Families (KPM) view PKH as temporary assistance that helps meet basic needs, especially children's education. Although some informants do not have a mature long-term economic plan because they focus on meeting daily needs, there is a desire to be independent and not dependent on social assistance. Informants who have successfully graduated show a clearer planning, characterized by a change in mindset and efforts to build sources of income independently. Thus, PKH acts as an initial stimulus in encouraging awareness of family economic planning, although the level of maturity still varies.

### **Pattern**

*The pattern* in Mintzberg 5P emphasizes the consistency of organizational action patterns or behaviors formed from repeated policy practices. In the context of this study, the *Pattern* indicator is used to see how the pattern of implementation of the Family Hope Program (PKH) carried out by the Gorontalo Regency Social Service in encouraging KPM independence in West Limboto District.

This pattern is reflected in the routine of coaching, mentoring, distributing assistance, and monitoring and evaluation that are carried out on an ongoing basis. The consistency of the implementation pattern is an important indicator to assess whether PKH is really directed at empowerment or only focuses on distributing aid. With a clear and sustainable pattern, it is hoped that KPM will be able to experience behavioral changes and capacity building towards social and economic independence.

Based on the results of an interview with the Head of Social Protection and Security/Social Empowerment and Handling of the Poor, Mr. "IN", which was held on Wednesday, December 17, 2025, information was obtained about the pattern of implementation of activities carried out in support of the independence of Beneficiary Families (KPM) of the Family Hope Program (PKH) in West Limboto District.

The first question asked on the *Pattern* indicator is "What pattern of implementation of activities has been most often carried out by the field that you lead in supporting the independence of KPM PKH?"

The informant said:

*"The pattern of implementation of activities that are most often carried out is socialization and education to the beneficiary communities. The socialization is carried out both on the initiative of the related field and at the request of the village government. In this activity, I myself am often directly involved as a resource person to provide understanding to the community so that they are not too dependent on social assistance, because social assistance is temporary and can be stopped at any time according to government policy."*

Furthermore, the second question asked was "From the implementation, how do you assess the pattern of activities that have been running so far?" The informant said:

*"The pattern of activities carried out is part of continuous efforts to encourage KPM independence. In the last two years, there has been a policy from the Ministry of Social Affairs that instructs the implementation of graduation, both independently and non-independently, for KPM who are considered no longer worthy of receiving assistance."*

The informant explained that education that is carried out on an ongoing basis through socialization, group meetings, and home visits encourages KPM to understand the regulations and objectives of PKH. This is shown by the existence of KPM who voluntarily resigned from PKH membership, as well as the use of the Social Assistance Check application as a means of controlling the accuracy of assistance targets.

The statement shows that the pattern of implementation of PKH activities is consistent and repetitive with an emphasis on education. In the perspective of Mintzberg's theory, this reflects the concept of *Pattern* as a pattern of continuous action in encouraging KPM independence.

Based on the results of an interview with the Technical Officer of the Social Service, Mr. "FSN", which was held on Wednesday, December 17, 2025 at 12.19 WITA, information was obtained about the pattern of implementation of technical activities in the Family Hope Program (PKH) in West Limboto District.

The first question asked on the *Pattern indicator* is "What is the pattern of technical activity most often carried out each year?"

The informant said:

*"The technical activity that is most often carried out every year is the Family Ability Improvement Meeting (P2K2). Through this activity, the community is equipped with knowledge and skills, where the facilitator and KPM learn together, not in a patronizing position. For example, in stunting prevention materials, the facilitators deliver the material in a participatory manner so that it is easy to understand and apply by the community."*

Furthermore, the second question asked was "In your opinion, is there a pattern of success or obstacles that often arise during the activity?"

The informant stated:

*"In the implementation of activities, there is a pattern of success marked by graduation, namely when the beneficiary family consciously resigns from the PKH program or other social assistance because they feel that they are already in the prosperous category. However, the obstacle that is often faced is the mindset or mindset of some KPM who are still dependent on assistance, because they do not have the awareness that social assistance is temporary."*

The informant emphasized that the role of companions is very important in encouraging a change in the mindset of KPM through continuous education, so that KPM understands that social assistance is temporary. The statement shows that the pattern of implementation of PKH activities at the technical level is consistent and repeated. In the perspective of Mintzberg's theory, this reflects the concept of *Pattern* as a pattern of continuous action to encourage KPM independence.

Based on the results of an interview with the Family Hope Program (PKH) Companion of West Limboto District, Mr. "SHM", which was held on Tuesday, December 30, 2025 at 10.59 WITA, information was obtained about the pattern of implementation of assistance and the habits of Beneficiary Families (KPM) in participating in empowerment activities.

The first question asked on the *Pattern indicator* is "What patterns or habits do you see from KPM when participating in mentoring or empowerment activities?"

The informant said:

*"The patterns or habits of KPM in participating in mentoring are very diverse, because each KPM has a different character and background. There are KPM who are active, easily understand the material, and quickly respond to every submission of the companion. However, there are also KPM that tend to be passive and require a more intensive approach."*

Next, the second question asked is "Are there any obstacles or successes that often arise and you pay attention?"

The informant stated:

*"The most frequent obstacles in the implementation of PKH are related to changes in the components of assistance, especially in KPM who have school-age children. When children change levels from elementary to junior high school, assistance often cannot be disbursed because the education data in the school Dapodik system is not active or has not been synchronized with the data at the Ministry of Social Affairs."*

The statement shows that the obstacles to the implementation of PKH are more administrative and technical, especially related to data synchronization between systems. In the perspective of Mintzberg's theory, this condition reflects the concept of *Pattern*, where the pattern of program implementation shows a recurring tendency, both in the form of KPM participation and technical obstacles that often occur during the implementation of mentoring.

Based on the results of an interview with the Head of Yosonegoro Village, West Limboto District, namely Mr. "IAH", which was held on Monday, December 29, 2025, at 11.18 WITA, an overview was obtained of the pattern of utilization of PKH assistance as well as the patterns of success and obstacles observed by the village in

the implementation of the Family Hope Program at the community level.

The first question on the *Pattern indicator* is "What kind of pattern of PKH assistance utilization is most often seen in the community?" The informant explained that:

*"What I see in the community, most of them do use PKH assistance for their daily needs and children's education. But there are also those who after receiving assistance, they become lazy to work. Sometimes when they get help, their work spirit decreases. That's what we often encounter in the field."*

Furthermore, the second question asked was "Are there any patterns of success or obstacles that the village observes from the KPM?" The informant said that:

*"Obstacles that often occur are usually administrative problems, such as the balance of assistance that does not enter the account. If there is such a problem, they usually come to complain to the village. In addition, there are also recipients who can actually be said to be independent, but from the center they are still recorded as PKH recipients, even though in the village we have held a meeting and assessed that the person concerned is no longer worthy of receiving assistance."*

The answer shows that the pattern of obstacles that KPM often faces is not only derived from behavioral aspects, but also from administrative aspects and data insynchronization between villages and the center. Although villages have assessed the socio-economic conditions of KPM, in practice there are still KPM that are considered independent but have not been accommodated in program data updates. In the perspective of Mintzberg's theory, this condition reflects a *pattern*, which is a pattern of actions and events that are repeated in the implementation of the PKH strategy at the village level, both in the use of assistance and in the administrative obstacles faced.

The next researcher is still looking at the perspective of the community as direct recipients of the Family Hope Program (PKH) on the *Pattern indicator*, to find out the pattern of assistance utilization and changes in family habits after participating in PKH assistance. The interview was conducted with the same informant, namely "LD", on Monday, December 29, 2025 at 11.00 WITA.

The first question asked was "What is PKH assistance usually used for in daily life?" The informant said that:

*"During the PKH, I used the assistance specifically for children's school needs, such as school supplies and other educational needs. I did not use the assistance for other purposes outside of education."*

Furthermore, the second question asked was "Since participating in PKH assistance, have there been any changes in habits or behaviors in the family?" The informant said that:

*"Since participating in PKH activities, there has been a change in the way I manage my family, especially in educating children and managing household problems. From mentoring, I learned a lot about the role of parents, how to deal with problems, and how to become a more independent family."*

Furthermore, the second informant, Mrs. "H", as the Family Beneficiary of the Family Hope Program (PKH) from 2019 to 2026, on Monday, December 29, 2025 at 13.00 WITA, responded to the first question as follows:

*"Every time PKH is disbursed, I use the assistance for children's school needs, such as school supplies and other educational needs. I try to use the assistance according to its purpose and not for other needs."*

In response to the second question, the informant said that:

*"After participating in PKH assistance, there was a change in my habits, especially in managing family finances. I have a better understanding of which needs should be prioritized and am more accustomed to following the directions from the companions."*

Then still related to the same question, the third informant, Mrs. "MD", as the Family Beneficiary of the Family Hope Program (PKH) from 2024 to the present (2025), on Monday, December 29, 2025 at 14.00 WITA, responded to the first question as follows:

*"I usually use the PKH assistance I receive for the needs of school children, such as school supplies. In addition, some of it is also used for basic necessities, but it is still more focused on the educational needs of children."*

In response to the second question, the informant said that:

*"After participating in PKH, I felt a change, especially in meeting the needs of my family who are now more helped. I also became more disciplined because every month there is data collection, checking children's attendance at school, and being active in posyandu activities and PKH meetings."*

Furthermore, still on the same question, the fourth informant, Mr. "SM", as the Family Beneficiary of the Family Hope Program (PKH) from 2022 to the present (2025), who was interviewed on Monday, December 29, 2025 at 14.30 WITA, conveyed his response to the first question as follows:

*"I usually use the PKH assistance I receive for school fees. In addition, if there is no income, I also use PKH money for daily needs such as buying rice, meat, or chicken. However, I still prioritize the needs of my children first."*

In response to the second question, the informant said that:

*"Since joining PKH, there has been a change that I feel, especially in terms of the economy. I can now meet my family's basic needs such as buying rice and other household needs. I have also become more active in participating in activities because every month there are meetings, education, and directions from companions."*

Then still related to the same question, the fifth informant, Mrs. "D", as the Family Beneficiary of the Family Hope Program (PKH) since 2017 until now (2026), on Monday, December 12, 2025 at 14.34 WITA, responded to the first question as follows:

*"I use PKH money mainly for the needs of school children. If there is leftovers, I also use it for daily needs such as buying rice and family meals."*

The second question, the informant conveyed that:

*"Since participating in PKH assistance, I have become more regular in participating in activities and understanding more about childcare and family management. I have also become more disciplined because every activity has an attendance".*

Furthermore, as the sixth informant as well as the last informant, Mrs. "SN", as a Family Beneficiary of the Family Hope Program (PKH) since 2017 who successfully graduated or was independent in 2022, on Monday, January 12, 2026 at 14.50 WITA, responded to the first question as follows:

*"As long as we receive PKH, we use the assistance according to its designation, especially for children's educational needs. We try to be disciplined so that the assistance is really useful."*

In response to the second question, the informant said that:

*"Along with participating in PKH assistance, family habits also began to change. We became more accustomed to managing our finances and no longer relying on assistance completely."*

The results of interviews with six informants who received the Family Hope Program (PKH) showed that in the *Pattern* indicator there is a relatively consistent pattern of assistance utilization, namely PKH assistance is used mainly for children's educational needs, such as school supplies and educational support costs. Under certain conditions, some informants also use assistance to meet basic family needs, such as food, while still prioritizing children's needs.

In addition, PKH assistance encourages changes in the habits and behaviors of beneficiary families, especially in financial management, childcare, discipline, and activeness in participating in the activities and directions of the companions. Informants who have graduated show a more independent behavior pattern and are no longer dependent on assistance. Thus, in the *Pattern* indicator, PKH not only forms a pattern of targeted assistance utilization, but also contributes to a gradual change in family habits towards independence.

### **Position**

Position in the Mintzberg 5P approach is related to how the organization places its programs or policies in the external environment, including relationships with the community, stakeholders, and other similar programs. In this study, the *Position* indicator is used to analyze how the Gorontalo Regency Social Service positions the Family Hope Program (PKH) as an instrument of social protection as well as community empowerment in West Limboto District.

PKH's position is not only as a cash assistance program, but also as part of a social development strategy that is integrated with other empowerment programs. The right position placement allows PKH to act as a bridge for KPM to access capacity-building opportunities, both through education, health, and productive economic activities, so that the goal of independence can be achieved sustainably.

Based on the results of an interview with the Head of the Social Protection and Security Division / Social Empowerment and Handling of the Poor, Mr. "IN", which was held on Wednesday, December 17, 2025 at 11.04 WITA, information was obtained regarding the strategic position of the field in coordinating the implementation of the Family Hope Program (PKH) and social assistance in West Limboto District.

The first question asked on the *Position* indicator is "In your opinion, what is the position of the field that you lead in coordination with other units or related parties in the implementation of PKH and social assistance?"

The informant said:

*"The field I lead has a strategic role as a coordination and supervision function in the implementation of PKH and social assistance. Coordination is carried out with PKH coordinators, field assistants, and banks as aid distributors. In general, coordination is going well, although there are still obstacles related to delays in data access from distributing banks."*

Furthermore, the second question asked is "When compared to other stakeholders, what contribution shows the strategic role of your field in empowering and protecting KPM PKH?"

The informant stated:

*"The strategic contribution of this field can be seen from my direct involvement in dealing with problems that occur in the field. Any findings or problems that need improvement will be immediately followed up through emphasis and direction to PKH coordinators and assistants so that the implementation of the program remains in accordance with applicable provisions and regulations."*

The statement shows that the strategic position of the field is not only administrative, but also operational and controlling. In the perspective of Mintzberg's theory, this condition reflects the concept of *Position*, where the organization strategically places itself in a network of stakeholders to ensure that policies and programs run according to their objectives, especially in efforts to empower and protect PKH Beneficiary Families.

Based on the results of an interview with the Technical Officer of the Social Service, Mr. "FSN", which was held on Wednesday, December 17, 2025 at 12.19 WITA, information was obtained about the strategic position of the technical unit in supporting the effectiveness of the implementation of the Family Hope Program (PKH), especially in the aspect of empowering Beneficiary Families (KPM).

The first question asked on the *Position indicator* is "What is the position of the technical unit in supporting the effectiveness of the implementation of the PKH program, especially the empowerment section?" The informant said:

*"The technical unit of the Social Service occupies the position of supervisor as well as field implementer in supporting the empowerment of KPM PKH. We ensure that empowerment activities, such as P2K2 and mentoring, run in accordance with the direction of the program. If there are problems that can still be handled at the technical level, we immediately follow up without having to wait for official intervention, so that the implementation of the program continues to run effectively and is not hampered."*

Furthermore, the second question asked was "What is the working relationship between the technical unit and the social companion in carrying out activities?" The informant stated:

*"The working relationship between the technical unit and the social companion is going well. We are involved and coordinating with the Ministry of Social Affairs, the Social Service, banks, as well as health work units and health facilities. The harmonization between the parties is going well because each of them needs each other in supporting the implementation of PKH."*

The statement shows that the position of the technical unit is in an integrated cross-sectoral work network. In the perspective of Mintzberg's theory, this condition reflects the concept of *Position*, where the technical unit strategically positions itself as a liaison between policies, field implementers, and other stakeholders to ensure the effectiveness of the implementation of the Family Hope Program, especially in encouraging the empowerment of KPM.

Based on the results of an interview with the PKH Companion of West Limboto District, Mr. "SHM", which was held on Tuesday, December 30, 2025 at 10.59 WITA, an overview of the strategic position of the companion in influencing motivation, behavior change, and the success of the Beneficiary Family (KPM) empowerment program was obtained.

The first question on the *Position indicator* is "In your opinion, how does the position of the companion affect the motivation and behavior change of KPM?" The informant explained that:

*"The companions are in a very close position with KPM because we interact directly and regularly. Through regular data updates and assistance in group meetings, we not only convey information, but also provide an understanding of KPM's obligations and PKH's goals. From this process, KPM's motivation slowly forms and their behavior begins to change, especially in compliance with the rules and the awareness that this assistance is temporary."*

Furthermore, the second question asked is "How big is the role of the companion in the success of the PKH empowerment program according to you?"

The informant conveyed that:

*"The success of the empowerment program is highly dependent on the role of the facilitator. We are directly involved in the distribution of assistance, the implementation of group meetings, and the resolution of technical obstacles such as inactive KKS or problematic KPM data. If the facilitator is inactive, then the assistance can be delayed and the empowerment activities do not run optimally."*

The statement emphasizes that the facilitator has a key role in maintaining the sustainability and success of the PKH empowerment program. In the perspective of Mintzberg's theory, this condition reflects the concept of *Position*, where the PKH facilitator occupies a strategic position as the main link between program policies and implementation in the field, as well as as a determinant of the success of achieving the goals of empowerment and independence of KPM.

Based on the results of an interview with the Head of Yosonegoro Village, West Limboto District, Mr. "IAH", which was held on Monday, December 29, 2025 at 11.18 WITA, an overview of the position and role of the village in supporting the implementation of the Family Hope Program (PKH) was obtained, especially in encouraging the independence of Beneficiary Families (KPM).

The first question on the *Position indicator* is "In your opinion, what is the position of the village in supporting the implementation of the PKH program?" The informant explained that:

*"We as village officials are more of a supporter and liaison. We cannot determine who accepts or does not receive PKH because it is the central authority. But if there are people who complain or experience problems, we still help, direct, and convey to PKH companions or related parties."*

Furthermore, the second question asked was "To what extent do the villages feel that they have responsibility for the independence of the KPM?" The informant said that:

*"We feel that we have a responsibility to encourage the community to be independent. Our task is not only to take care of the administration, but also to provide motivation and advice so that the community does not continue to depend on assistance. We always convey that PKH is temporary, so people must try to improve their own economic life."*

The answer confirms that the village views the independence of the KPM as part of the moral and social responsibility of the village apparatus. In the perspective of Mintzberg's theory, this condition reflects the concept of *Position*, where the village positions itself as a party that functions to support and strengthen the implementation of the PKH strategy through motivational roles, social assistance, and the delivery of values that social assistance is temporary and aims to encourage the improvement of welfare independently.

The researcher then looks at the perspective of the community as a party that receives the direct impact of the implementation of the program, especially in an effort to improve family economic conditions. In the *Position indicator*, to find out the extent of the role and attitude of informants in participating in the program. Interview was conducted with "LD", the recipient of the Family Hope Program (PKH) since 2015, on Monday, December 29, 2025 at 11.00 WITA.

The first question asked was "What kind of position do you think you are in in the PKH program, more passive or want to develop?"

The informant said that:

*"I feel that I am in a position to develop. Even though I receive PKH, I don't want to depend only on the assistance, so I continue to work and actively participate in all PKH activities because it is also an obligation for the recipients."*

Furthermore, the second question asked is "What is the role of PKH in helping families achieve better economic conditions?"

The informant conveyed that:

*"PKH plays a role as additional assistance that really helps the family economy, especially in the field of education. But for me, PKH is not the main source of income, but temporary support while still trying to improve the family economy through work."*

The statement shows that PKH is positioned as a supporting support, while the main efforts to improve the economy still come from the family's own business.

Furthermore, the second informant, Mrs. "H", as the Family Beneficiary of the Family Hope Program (PKH) from 2019 to 2026, on Monday, December 29, 2025 at 13.00 WITA, responded to the first question as follows:

*"I feel that I am in a position to want to develop. I participate in all the required PKH activities because I am aware that PKH is not only financial assistance, but also coaching so that recipients can be independent."*

In response to the second question, the informant said that:

*"The role of PKH for my family is as a supporting aid, not the main source of economy. PKH helps meet the educational needs of children so that the family's economic condition is more helped."*

Then still related to the same question, the third informant, Mrs. "MD", as the Family Beneficiary of the Family Hope Program (PKH) from 2024 to the present (2025), on Monday, December 29, 2025 at 14.00 WITA, responded to the first question as follows:

*"I feel that I am in a position to follow and try to develop. I am always present in PKH activities because it is mandatory and there is an attendance that is checked every month by the companion."*

In response to the second question, the informant said that:

*"PKH plays a very important role in helping my family's economic condition. With this assistance, I no longer have too much difficulty meeting my children's needs, especially for school, so that the family's economic condition becomes more stable."*

Furthermore, still on the same question, the fourth informant, Mr. "SM", as the Family Beneficiary of the Family Hope Program (PKH) from 2022 to the present (2025), who was interviewed on Monday, December 29, 2025 at 14.30 WITA, conveyed his response to the first question as follows:

*"I feel that I am in a position to want to develop, because I am always present in every PKH activity and follow the directions from the companions. The companions have also come directly to the house to record and check the family's condition."*

In response to the second question, the informant said that:

*"PKH plays a very important role in helping my family's economy. Even when compared to my current income, PKH assistance money is still larger. Therefore, PKH is the main support in meeting my family's needs, although I am aware that this condition cannot be called independent."*

Then still related to the same question, the fifth informant, Mrs. "D", as the Family Beneficiary of the Family Hope Program (PKH) since 2017 until now (2026), on Monday, December 12, 2025 at 14.34 WITA, responded to the first question as follows:

*"I am in a position to follow and want to develop. I always participate in mentoring activities because it is mandatory, and the companion has also gone directly to the house to record the family's condition."*

In response to the second question, the informant said that:

*"PKH is very helpful for my family's economy, especially for the needs of school children. However, I realized that PKH is only a help, not the main source of income."*

Furthermore, as the sixth informant as well as the last informant, Mrs. "SN", as a Family Beneficiary of the Family Hope Program (PKH) since 2017 who successfully graduated or was independent in 2022, on Monday, January 12, 2026 at 14.50 WITA, responded to the first question as follows:

*"In the PKH program, I see myself not only as a recipient of assistance, but as a family that wants to grow. I try to follow the direction of the companion so that one day I can get out of the program."*

In response to the second question, the informant said that:

*"For us, PKH is like a support in difficult times. The assistance helps us survive until we can finally improve our own economic conditions."*

In the *Position indicator*, the results of interviews with the six informants who received the Family Hope Program (PKH) showed that most of the Beneficiary Families (KPM) positioned themselves as parties who wanted to develop in the Family Hope Program (PKH). This is reflected in the activeness of the informants in participating in mentoring activities and the awareness that PKH is not only in the form of cash assistance, but also a means of coaching towards economic independence.

PKH is generally seen as a supportive assistance that helps meet the needs of families, especially children's education. However, there is a difference in the level of dependency, where some families still use PKH as the main support of the economy, while families who have graduated show a more independent position. Thus, in the *Position indicator*, PKH acts as a temporary support that encourages a change in the attitude of recipients from just recipients of assistance to families oriented towards independence.

### **Perspective**

*Perspective* in Mintzberg 5P describes the way of views, values, and organizational culture in understanding and implementing a policy or program. In this study, the *Perspective* indicator is used to see how the Gorontalo Regency Social Service views the Family Hope Program (PKH), especially in interpreting the independence of Beneficiary Families (KPM).

This perspective is reflected in the organization's commitment to make PKH not just a social assistance program, but a means of social change that encourages independence and reduced dependence. An empowerment-oriented perspective will influence the attitude of the apparatus, PKH companions, and the approach used in fostering KPM. With the right perspective, the implementation of PKH is expected to be able to create long-term changes for the welfare of the community.

Based on the results of an interview with the Head of Social Protection and Security/Social Empowerment and Handling of the Poor, Mr. "IN", which was held on Wednesday, December 17, 2025 at 11.04 WITA, an overview of the values, principles, and perspectives that are the basis for interpreting the empowerment and independence of the Beneficiary Families (KPM) of the Family Hope Program (PKH) was obtained.

The first question in the *Perspective* indicator is "What values or principles do you hold in interpreting the empowerment and independence of KPM PKH?" The informant said:

*"The main principle that we hold is a change in the mindset or mindset of KPM. Many KPM still consider social assistance as a fixed income, even as if it can be received continuously. Therefore, before talking about independence, what must first be changed is their perspective on social assistance."*

Furthermore, the second question asked was "How do you view the change in the attitude and behavior of KPM from initially dependent to more independent?" The informant replied:

*"The change cannot be instantaneous, but through the process of socialization and education that continues to be carried out. Companions are equipped with an understanding of regulations so that they can explain to KPM that graduation is a government policy, not a personal will. If KPM already understands the rules, usually their attitudes and behaviors slowly change."*

The statement emphasizes that KPM behavior change is seen as a gradual process that must be supported by an educational and regulation-based approach. In Mintzberg's theoretical perspective, this condition reflects the concept of *Perspective*, which is a shared perspective that is the basis of organizational strategy in shaping the attitude, behavior, and independence orientation of KPM PKH.

Based on the results of an interview with the Technical Officer of the Social Service, Mr. "FSN", which was held on Wednesday, December 17, 2025 at 12.19 WITA, an overview was obtained of the perspective of the technical unit in interpreting empowerment and assessing the readiness of the Beneficiary Families (KPM) in participating in the Family Hope Program (PKH).

The first question on the *Perspective* indicator is "What principles or perspectives are the basis of the technical unit in formulating empowerment policies?"

The informant said:

*"Empowerment is seen as a process of learning and raising awareness of KPM gradually. We emphasize a participatory approach, where KPM not only receives direction, but is actively involved in every empowerment activity. Through this approach, KPM is expected to be able to understand the goals of the program and realize that social assistance is temporary and aimed at encouraging family independence."*

Furthermore, the second question asked is "How do you assess the readiness of KPM to participate in the empowerment program?"

The informant conveyed that:

*"From what I can see, KPM is very enthusiastic to participate in the empowerment program, because one of them is a mandatory activity and every KPM must attend."*

The statement shows that KPM is considered to have a good enough readiness to participate in the empowerment program. The level of presence and enthusiasm of KPM is the initial capital for technical units and companions to instill understanding and build KPM's awareness of empowerment goals.

In *the perspective* of Mintzberg's theory, this condition reflects the concept of Perspective, which is a shared perspective that is the basis for the implementation of organizational strategies. Technical units interpret empowerment as a continuous learning process that aims to form awareness, compliance, and readiness of KPM towards independence.

Based on the results of an interview with the PKH Companion of West Limboto District, Mr. "SHM", which was held on Tuesday, December 30, 2025 at 10.59 WITA, an overview was obtained of the perspective of the companion in assessing the ability, potential, and opportunities of the Beneficiary Family (KPM) to develop towards independence.

The first question in the *Perspective* indicator is "How do you see the ability of KPM to develop to become independent based on daily experience?"

The informant said:

*"The ability of KPM to become independent is highly dependent on the social and economic conditions of each family. Each KPM has different backgrounds and abilities. Based on the experience of mentoring, there are KPMs who are able to be independent and are willing to resign from the PKH program through the independent graduation mechanism. In one year, around ten KPM graduate independently because their socio-economic conditions have improved."*

Furthermore, the second question asked is "What values or beliefs do you hold in understanding the character and potential of KPM?"

The informant conveyed that:

*"To encourage independence, we strengthen the material through group meetings and also home visits. With this approach, we can understand the real condition of KPM and provide motivation that suits the needs and situations of each family."*

The statement emphasizes that the facilitator holds the belief that every KPM has the potential to develop if accompanied by an appropriate and personalized approach. In the perspective of Mintzberg's theory, this condition reflects the concept of *Perspective*, which is the perspective of the facilitator as a field implementer who understands empowerment as a gradual, contextual, and oriented process towards developing the potential of KPM towards independence.

Based on the results of an interview with the Head of Yosonegoro Village, West Limboto District, Mr. "IAH", which was held on Monday, December 29, 2025 at 11.18 WITA, an overview of the village's perspective on the potential for independence and social values that affect the behavior of the Beneficiary Families (KPM) of the Family Hope Program (PKH).

The first question on the *Perspective* indicator is "What is the village's view of the potential of KPM to be independent?" The informant explained that:

*"In my opinion, actually the community has the potential to be independent. On average, they are farmers, so if they are managed well, they can increase their income. But it all depends on their own will. If they want to work and try, of course they can be independent."*

Furthermore, the second question asked was "What social values do the villages think affect the behavior of KPM?" The informant said that:

*"The most influential value is the sense of dependence. There are people who are already comfortable with help, so they are reluctant to work. This is what we see and we try to change through motivation and encouragement so that they return to their enthusiasm for work and not just wait for help."*

The statement emphasized that dependence on social assistance is a social value that affects the behavior of KPM. Therefore, the village seeks to build a new perspective through motivation and encouragement so that KPM has the awareness to work and does not continue to depend on PKH assistance.

The researcher then looked at the perspective of the community as a party that received the direct impact of the implementation of the program, especially on *the Perspective* indicator. The interview was conducted with Mrs. "LD", a recipient of the Family Hope Program (PKH) since 2015, on Monday, December 29, 2025 at 11.00 WITA.

The first question asked was "What do you think about the family's ability to be independent one day?" The informant said that:

*"I am sure that my family can be independent. It is evident that when PKH was stopped because the children had graduated from school and I was categorized as independent, I did not feel heavy because from the beginning I had prepared myself not to continue to depend on assistance."*

Furthermore, the second question asked is "What values or beliefs make you try to make good use of PKH?" The informant conveyed that:

*"I hold to the belief that PKH assistance is only temporary and must be used as well as possible. Therefore, I use the assistance according to its purpose and continue to work so that family life can continue to run well."*

Furthermore, the second informant, Mrs. "H", as the Family Beneficiary of the Family Hope Program (PKH) from 2019 to 2026, on Monday, December 29, 2025 at 13.00 WITA, responded to the first question as follows:

*"I believe that my family can be independent. From PKH assistance, we are always reminded that recipients will be evaluated every year, so it is a motivation to keep trying."*

In response to the second question, the informant said that:

*"I believe that PKH is only temporary, so it must be used properly according to its purpose while still trying not to continue to depend on aid."*

Then still related to the same question, the third informant, Mrs. "MD", as the Family Beneficiary of the Family Hope Program (PKH) from 2024 to the present (2025), on Monday, December 29, 2025 at 14.00 WITA, responded to the first question as follows:

*"I am sure that one day my family will be able to be independent. Even though I am currently still receiving PKH, I hope that in the future I can still meet the needs of my own family through the work I do."*

In response to the second question, the informant said that:

*"I believe that PKH is temporary assistance and must be used according to its designation. Therefore, I try to make the best use of this assistance for the needs of children, especially education and health."*

Furthermore, still on the same question, the fourth informant, Mr. "SM", as the Family Beneficiary of the Family Hope Program (PKH) from 2022 to the present (2025), who was interviewed on Monday, December 29, 2025 at 14.30 WITA, conveyed his response to the first question as follows:

*"I honestly say that until now I have not felt independent. The economic conditions are still difficult, the needs of children are many, and I have three children. However, I still hope that one day I can be independent if I get a permanent job and enough income."*

In response to the second question, the informant said that:

*"I believe that PKH is temporary and not forever. Companions also often say that everything comes back to their own will. Therefore, I try to make the best use of PKH while still trying to be independent one day."*

Then still related to the same question, the fifth informant, Mrs. "D", as the Family Beneficiary of the Family Hope Program (PKH) since 2017 until now (2026), on Monday, December 12, 2025 at 14.34 WITA, responded to the first question as follows:

*"I realize that until now my family cannot be said to be independent because the economic condition is still weak and there are still dependents of school children. But I am still confident that one day I can be independent."*

In response to the second question, the informant said that:

*"I believe that PKH is not long-term assistance. Therefore, I try to use PKH as best as possible according to its designation, while still trying to live independently in the future."*

Furthermore, as the sixth informant as well as the last informant, Mrs. "SN", as a Family Beneficiary of the Family Hope Program (PKH) since 2017 who successfully graduated or was independent in 2022, on Monday, January 12, 2026 at 14.50 WITA, responded to the first question as follows:

*"In my opinion, independence can be achieved if there is a will and effort. Our experience proves that assistance is only temporary, but effort is decisive."*

In response to the second question, the informant said that:

*"I always think that PKH is not for forever. Therefore, we make the best use of the assistance we receive while still trying to be independent."*

Based on the results of interviews with six informants who received the Family Hope Program (PKH), it can be concluded that the *Perspective* indicator shows a relatively strong belief that family economic independence can be achieved, even with different conditions and times. Some informants feel ready and prove their independence after leaving the program, while other informants admit that they are not yet fully independent due to economic limitations, but still have hope and motivation to achieve it in the future.

In general, PKH is perceived as temporary assistance and not long-term. These values and beliefs encourage beneficiary families to use assistance according to their designation, especially for education and children's health, while still trying to improve economic capabilities independently. Thus, in the *Perspective* indicator, PKH also shapes the recipient's perspective on the importance of business, independence, and responsibility in improving family welfare.

### **Ploy**

*Ploy* in the Mintzberg 5P approach refers to a strategy or tactical step that is specifically designed to anticipate challenges, obstacles, and dynamics that arise in the implementation of a program. In this study, *the Ploy* indicator is used to see how the Gorontalo Regency Social Service, especially the Social Protection and Security Sector, formulates certain strategies to overcome problems in the implementation of the Family Hope Program (PKH), especially related to the low level of independence of Beneficiary Families (KPM).

These strategies can be in the form of a persuasive approach to KPM, strengthening the role of PKH companions, and adjusting coaching and supervision mechanisms. *Ploy* is important because the success of PKH is not only determined by good planning, but also by the organization's ability to respond to field situations adaptively so that the goals of empowerment and dependency reduction can be achieved.

Based on the results of an interview with the Head of Social Protection and Security/Social Empowerment and Handling of the Poor, Mr. "IN", which was held on Wednesday, December 17, 2025 at 11.04 WITA, an overview of the tactical steps taken in dealing with obstacles to the implementation of the Family Hope Program (PKH) and social assistance was obtained.

The first question on the *Ploy* indicator is "When empowerment or social assistance activities face obstacles, what quick steps do you usually take as the Head of Field?"

The informant said:

*"The quick step we took was to instruct the facilitator to immediately coordinate. If obstacles occur in the aid transaction process, the facilitator is directed to accompany KPM to the distributing bank. If the obstacle is caused by data errors, we coordinate with the Population and Civil Registration Office for data correction and updates through the available system."*

Furthermore, the second question asked is "If the KPM shows a lack of interest or resistance to activities, what approach do you usually direct to implementers in the field?"

The informant conveyed that:

*"The approach used is to strengthen regulations. Attendance at P2K2 meetings is an obligation, provided that there is a representative of family members if KPM is unable to attend. If this provision is not complied with, it can be sanctioned up to dismissal from the program or graduation."*

The statement emphasized that strengthening regulations is used as a tactical step to foster KPM discipline and compliance with program provisions. This approach not only aims to maintain orderly implementation of activities, but also ensures that social assistance is utilized in accordance with the program's objectives, which are to improve welfare and encourage KPM independence.

In the perspective of Mintzberg's theory, this condition reflects the *concept of Ploy*, which is a maneuver or tactical step used by leaders to overcome obstacles and resistance in the implementation of strategies, so that the goals of the Family Hope Program can still be achieved effectively.

Based on the results of an interview with the Technical Officer of the Social Service, Mr. "FSN", which was held on Wednesday, December 17, 2025 at 12.19 WITA, an overview was obtained of the tactical steps taken by the technical unit in dealing with the obstacles to the implementation of the Family Hope Program (PKH), especially in the empowerment and assistance activities of Beneficiary Families (KPM).

The first question on the *Ploy* indicator is "If there is a technical problem in the activity, what steps do you usually take?"

The informant said:

*"In the implementation of activities, we are guided by technical instructions or technical guidelines that have been set. The technical framework is the main reference in resolving technical obstacles that arise in the field."*

Furthermore, the second question asked was "How is the strategy of adjusting activities carried out when there is a sudden problem?" The informant said:

*"Under certain conditions, adjustments to activities are carried out by looking at the level of urgency and type of problems faced. If the problem can still be handled at the technical level, we and our companions immediately make adjustments in the field without delaying the implementation of the activity. However, if the problem requires cross-agency coordination, then we will immediately coordinate with related parties so that the activity can continue to run even with time adjustments or implementation mechanisms."*

The statement emphasizes that technical units have flexibility in taking tactical steps to maintain the sustainability of PKH activities. In the perspective of Mintzberg's theory, this condition reflects the *concept of Ploy*, which is the tactical measures that organizations use to respond to unexpected situations, overcome technical obstacles, and ensure that program strategies continue to run effectively according to the goals that have been set.

Based on the results of an interview with the PKH Companion of West Limboto District, Mr. "SHM", which was held on Tuesday, December 30, 2025 at 10.59 WITA, an overview was obtained of the tactical steps taken by the companions in dealing with Beneficiary Families (KPM) which showed a lack of response or participation in mentoring and empowerment activities.

The first question on the *Ploy* indicator is "If KPM does not show a positive response, what approach do you usually take?" The informant replied:

*"If the KPM does not show a positive response, we conduct a home visit to see firsthand the socio-economic condition of the family. We dig up information related to economic conditions, the number of dependents, and the circumstances of other family members."*

Furthermore, the second question asked was "How do you deal with KPM who are reluctant to participate in empowerment activities?" The informant said that:

*"In PKH, there are rules that require KPM to participate in group meetings. However, usually KPM who are absent have certain reasons, such as work, health conditions, or have submitted permission before. For KPM who are not committed and cannot follow the program rules on an ongoing basis, they can choose to resign from PKH, especially if they are outside the region and are not allowed to attend meetings regularly."*

The statement emphasized that the facilitator prioritized a persuasive approach and understanding of the KPM conditions, but still adhered to the program rules as a control measure. In the perspective of Mintzberg's theory, this condition reflects the *concept of Ploy*, which is a tactical step used by the facilitator to overcome resistance, maintain program discipline, and ensure that empowerment activities continue to run according to the goals of the Family of Hope Program.

Based on the results of an interview with the Head of Yosonegoro Village, West Limboto District, Mr. "IAH", which was held on Monday, December 29, 2025 at 11.18 WITA, an overview was obtained of the village's tactical steps in responding to the obstacles faced by the Beneficiary Families (KPM) as well as the village's strategy in maintaining the participation of KPM in the Family Hope Program (PKH) activities.

The first question on the *Ploy* indicator is "If KPM experiences obstacles in activities, what does the village usually do to help?" The informant said that:

*"If there are KPM who experience problems, they usually come to the village. We provide explanations, help direct, and convey to the people's welfare department or to PKH assistants so that the problem can be followed up. We also try to explain the actual conditions to the community so that they understand."*

Furthermore, the second question asked was "What is the village strategy so that KPM continues to participate in empowerment activities?" The informant said:

*"Our strategy is more of a persuasive approach. We provide encouragement and motivation for them to continue participating in activities. In addition, because PKH activities are mandatory, the community usually remains present. We continue to remind that the purpose of these activities is so that they can be independent and improve their quality of life."*

The statement emphasized that the village's tactical strategy in maintaining KPM participation is carried out through a persuasive and motivational approach. By emphasizing the long-term goals of the program, namely independence and improving the quality of life, the village seeks to build KPM awareness to continue to participate in empowerment activities in a sustainable manner. In the perspective of Mintzberg's theory, this condition reflects *Ploy's* concept, which is the tactical measures used to overcome obstacles and ensure that program goals are still achieved

The researcher then looked at the tactical steps taken by the first informant in dealing with economic difficulties through *the Ploy* indicator. The interview was conducted with Mrs. "LD", a recipient of the Family Hope Program (PKH) since 2015 on Monday, December 29, 2025 at 11.00 WITA.

The first question asked was "If faced with economic difficulties, what do families usually do?" The informant said that:

*"When faced with economic difficulties, I prefer to increase my business and work harder. I don't depend on aid right away, because from the beginning I instilled in myself that it is only support."*

Furthermore, the second question asked was "When family economic businesses or activities are hampered, what steps do families take most often?" The informant said that:

*"If economic activities are hampered, I usually look for other ways to keep working and adjust family expenses. In addition, the experience and learning from PKH activities also help me to be stronger in facing difficult economic conditions."*

The statement shows that informants have adaptive strategies in dealing with economic obstacles, by utilizing the experience of PKH assistance as a provision to face difficult conditions.

Furthermore, the second informant, Mrs. "H", as the Family Beneficiary of the Family Hope Program (PKH) from 2019 to 2026, on Monday, December 29, 2025 at 13.00 WITA, responded to the first question as follows:

*"When facing economic difficulties, I try to adjust my family's expenses and prioritize the most important needs, especially the needs of school children."*

In response to the second question, the informant said that:

*"If there are obstacles, I usually communicate with my companion and still try to manage my finances as best as possible so that there are no problems in the PKH program."*

Then still related to the same question, the third informant, Mrs. "MD", as the Family Beneficiary of the Family Hope Program (PKH) from 2024 to the present (2025), on Monday, December 29, 2025 at 14.00 WITA, responded to the first question as follows:

*"When facing economic difficulties, I rely on PKH to help meet the main needs of my family, especially the needs of children. In addition, I also adjust my expenses so that I do not exceed my ability."*

In response to the second question, the informant said that:

*"If there are problems, I still follow the directions of the PKH companion and try to be active in the required activities. I also ensure that my children stay in school and attend posyandu because if they are not active, they can be sanctioned up to the termination of PKH."*

Furthermore, still on the same question, the fourth informant, Mr. "SM", as the Family Beneficiary of the Family Hope Program (PKH) from 2022 to the present (2025), who was interviewed on Monday, December 29, 2025 at 14.30 WITA, conveyed his response to the first question as follows:

*"If we face economic difficulties, my only hope and my family at this time is PKH assistance. Because my income is not fixed and does not cover my family's needs, PKH is very helpful in these conditions."*

In response to the second question, the informant said that:

*"When the economy is hampered, I continue to follow the direction and motivation of PKH companions. Even though I feel that it is still very difficult to improve the economy, I still try and hope that one day I can get a better job so that I don't continue to depend on PKH."*

Then still related to the same question, the fifth informant, Mrs. "D", as the Family Beneficiary of the Family Hope Program (PKH) since 2017 until now (2026), on Monday, December 12, 2025 at 14.34 WITA, responded to the first question as follows:

*"If I face economic difficulties, I rely on PKH assistance to help meet the needs of my family, especially the needs of children."*

In response to the second question, the informant said that:

*"When economic conditions are hampered, I continue to follow the directions and assistance from PKH companions. I also continue to try to find ways to improve my family's economy in the future and not continue to rely on PKH."*

Furthermore, as the sixth informant as well as the last informant, Mrs. "SN", as a Family Beneficiary of the Family Hope Program (PKH) since 2017 who successfully graduated or was independent in 2022, on Monday, January 12, 2026 at 14.50 WITA, responded to the first question as follows:

*"When facing economic difficulties, we used to rely on PKH while looking for additional income. Now, after being independent, we rely more on the business we have been running."*

In response to the second question, the informant said that:

*"When our business was hampered, we chose to stay and look for other ways, for example by saving expenses and looking for additional job opportunities."*

Based on the results of interviews with the six Kleuarga Harapan (PKH) Program Recipients, the informant's pattern of actions shows that there are various tactical strategies in dealing with economic difficulties, such as increasing business, adjusting expenses, and looking for alternative sources of income. Under certain conditions, PKH is used as a temporary support to meet the main needs of the family, especially the needs of children. PKH assistance is also an important reference through direction and motivation. Informants who have graduated tend to be more independent, while active recipients still combine PKH assistance with adaptive efforts. Thus, in the *Ploy* indicator, PKH acts as a buffer as well as a trigger in facing economic pressure.

## CONCLUSION

Based on the Mintzberg 5P approach, the Gorontalo Regency Social Service's strategy in implementing the Family Hope Program (PKH) in West Limboto District has been implemented in a structured manner and shows a positive direction. In the *Plan* indicators, program planning has been prepared in stages and directed at the empowerment and independence of KPM, but it is still dominated by central government policies so that regional flexibility in designing strategies based on local potential is still limited. In the *Pattern* indicator, the implementation of PKH runs consistently through socialization, mentoring, and monitoring activities that form positive habits in some KPMs. However, the implementation pattern still does not fully encourage economic independence evenly and some KPMs still show dependence on assistance. The *Position* indicator shows that PKH is positioned as a strategic program involving various actors, but its integration with cross-sectoral economic empowerment programs is not optimal so that the perception of PKH as social assistance is still quite strong. Furthermore, the *Perspective* indicator shows a positive change in perspective at the level of organizations, implementers, and some KPM that PKH is a means of empowerment and not the final goal. However, this change in perspective has not been fully followed by an increase in the economic capacity of all KPM. Meanwhile, the *Ploy* indicator shows that there are adaptive measures to overcome obstacles to program implementation, although the strategy is still reactive and has not been specifically designed to accelerate the transformation of independence. Overall, the PKH strategy in West Limboto District has contributed to building awareness and changing KPM behavior towards independence, but still faces challenges in realizing sustainable independence.

## Suggestions

The Gorontalo Regency Social Service is expected to strengthen the KPM's economic empowerment strategy through increasing policy flexibility at the regional level and strengthening cross-sector cooperation, such as with the manpower office, MSMEs, and other related agencies, so that the KPM independence process can run more optimally and sustainably.

PKH facilitators are expected to develop a more varied and contextual mentoring pattern, especially for KPM who are still passive or highly dependent on assistance, through a personal approach, family economic development, and more intensive mentoring.

The village government and related agencies are expected to strengthen coordination, communication, and monitoring in the implementation of PKH, as well as optimize the local potential of the village as part of the KPM's economic empowerment efforts.

Beneficiary Families (KPM) are expected to be able to take advantage of PKH assistance as a temporary support and continue to strive to increase economic independence through business, work, or other productive activities so that they do not depend sustainably on social assistance.

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