

The Effect of Supervision on The Effectiveness of The Public Health Program in Bandung Regency

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Abstract: *This research is motivated by the ineffectiveness of the implementation of the Family Hope Program Case Study of Public Health in Cimaung Village, Cimaung District, Bandung Regency. Based on these problems, it can be formulated as follows: "How Big is the Effect of Supervision on the Effectiveness of the Hope Family Program (Case Study of Community Health in Cimaung Village, Cimaung District, Bandung Regency)?" Analysis of research problems using Supervision theory by William H. Newman in the form of dimensions of Preliminary Supervision (feedforward control), "concurrent control" (concurrent control), and Feedback Control (feedback control). As for effectiveness theory, the Gogginet approach is used in Sumaryadi, namely procedural, objective/results, monitoring, and evaluation. Based on these theories, the researcher proposes the hypothesis: "The magnitude of the effect of supervision on the effectiveness of the Family Hope Program (Case Study of Public Health in Cimaung Village, Cimaung District, Bandung Regency) is determined by the dimensions of feedforward control, concurrent control, concurrent control, and feedback control. The method used in this research is the Explanatory Research method. While the source of data collection comes from primary and secondary data sources, sample collection techniques for social service officers, PKH Companion, and PKH Recipient researchers used simple random sampling. The data analysis technique used is Simple Linear Regression. Based on the results of data processing, the results of the study show that there is a positive and significant relationship between supervision and the effectiveness of the Harapan Families Program (Case Study of Community Health in Cimaung Village, Cimaung District, Bandung Regency). The hypothesis proposed in this study was empirically tested.*

Keywords: *Family hope; Public Health; Supervision; Effectiveness*

Introduction

Poverty is a complex problem faced by all governments in the world. Conventional opinion relates welfare primarily to the ownership of goods, so the poor are defined as those who do not have sufficient income or consumption to make

them above the minimum threshold of the prosperous category. For example, a community can be said to be poor because it has no place to live, lacks food, or has poor health conditions.

Poverty is a problem that not only involves economic factors but also social,

cultural, and political factors. There are several factors that cause the poor, such as experiencing disability, having low education, not having the capital and skills to develop a business, unavailability of employment opportunities, being laid off (PHK), lack of social security (retirement, health, death), or life. in remote locations with limited natural resources and infrastructure.

The problem of poverty is considered one of the obstacles in the development process of a country. And Indonesia is one country that is still entangled with this social problem. The poverty rate at the community level is still quite high even though the state statistical agency has always stated that every year the poverty rate tends to decrease. Based on BPS data (Central Statistics Agency), it is known that in 2017, the poor reached 27.77 million people, or 10.64 percent. In 2018, the number decreased to 25.95 million people, or 9.82 percent.

In its efforts to reduce the high poverty rate, the government is increasing the effectiveness of poverty reduction. The government is fully aware that there is a solution to build a social assistance program to cover the decline in the purchasing power of the majority of the population belonging to the poor and directly help people in need. Therefore, in the context of accelerating poverty alleviation and the development of the social security system, the government launched the Family Hope Program (Family Hope Program). PKH). This program is motivated by the main problems of development, namely the

large number of poor people and the low quality of human resources.

PKH is a poverty alleviation program through the provision of cash assistance to very poor families based on predetermined terms and conditions. PKH is not the same as the previous direct cash transfers and is not a continuation of previous programs that helped maintain the purchasing power of poor households when the government adjusted fuel prices. PKH is intended more as an effort to build a social protection system for the poor in order to improve the social welfare of the poor as well as an effort to break the cycle of poverty that has occurred so far. PKH targets are poor and vulnerable families registered in the Integrated Data for the Poor Handling Program, which has a health component with criteria for pregnant and lactating mothers, children aged zero to six years.

One of the goals of PKH is to improve access to health services for PKH participants, as well as improve the health and nutritional status of pregnant women (pregnant mothers), postpartum mothers, toddlers (under five years) and preschool children belonging to very poor households (RTSM) or very poor families (KSM). To achieve this goal, the recipients of the Health Component PKH assistance are required to check their health at health service facilities, namely health service officers or village health cadres for pregnant and postpartum women; check their health at health service facilities, namely health service officers or village health cadres for mothers. breastfeeding by providing exclusive breast milk and

checking health at health service facilities, namely health service officers or health cadres in the village for infants and toddlers.

PKH participants who do not fulfill their obligations for health checks will be given sanctions in the form of suspension or termination of PKH Social Assistance. The village PKK woman recorded the beneficiary's attendance at the inspection. In Cimaung Village, PKH mentoring activities include carrying out routine PKH activities as well as taking photos of activities, taking minutes during group meetings, creating a Checklist for Assistance Activities (CKP), and creating monthly reports. Routine coordination with government officials in the assisted areas.

Bandung Regency is one of the districts that implements the Family Hope Program (PKH). Bandung Regency is located in West Java Province. Bandung Regency consists of 31 districts. One of the sub-districts that implements the Family Hope Program is Cimaung District. Cimaung sub-district consists of 10 villages. One of the villages implementing the Family Hope Program is Cimaung Village, which has quite a lot of poor people, with most of the population making a living as farm laborers, livestock breeders, factory workers, and traders.

It is ironic to see the reality of society that there are still many poor families who are unable to check their health at health care facilities for pregnant women and toddlers. Therefore, the handling of poverty reduction in Cimaung Village really requires a program that is

right on target, such as when there are 2 people who have died and 5 people who are categorized as being able to get assistance from this program.

At the time of the implementation of PKH in Cimaung Village, many residents complained about this program because it was not precisely targeted at the people who received assistance, such as there were 2 people who had died and 5 people who were categorized as being able to get assistance. There are also many poor people who are not registered as targets in PKH.

Other indications that show the ineffectiveness of the Family Hope Program in the health sector in Cimaung Village include:

1. Implementation has not been appropriate and in accordance with technical instructions.
2. Inaccurate data from PKH targets. Where the data used is still old data.
3. Lack of inspection of reports on the results of program implementation.

Method

Supervision is one of the determining factors in the process of developing public complaints. With supervision, the development results can be achieved in accordance with the predetermined plan as one of the management functions. Supervision is a function inherent in every organization. Schermerhorn defines supervision as the process of determining performance measures and taking actions that can

support the achievement of the expected results in accordance with the predetermined performance (Sule and Saefullah, 2005).

This definition is in line with the notion of supervision according to Stoner, who says that supervision is a process to ensure that all activities carried out are in accordance with what has been planned (Sule and Saefullah, 2005). While Mockler fully describes that in essence, supervision does not only function to assess whether something is working or not, but includes corrective actions that may be needed to be able to determine as well as adjust standards related to achieving goals from time to time.

The research design used in this research process is a survey research design. A survey is a research activity carried out to find information from various sources using research instruments, which can be in the form of questionnaires or questionnaires for collecting data from a specified population sample. By using a survey design, it is

possible to collect perceptions and assessments of a process and performance in the form of qualitative data. The type of survey used in the research concept is a survey that uses a sample of the population contained in the observed variables, so in this case, the type of survey used is a sample survey.

The research method used is an explanatory research method whereby information data is collected from the population. The results of the data collected are then analyzed to measure the effect of one variable on other variables. The research design is explanatory (explanation) and cross-sectional, namely how the variables studied will explain the object under study through the collected data and observations are only made once (Sugiono 2013). All data obtained will be processed and processed by a quantitative analysis.

To measure the acquisition of the questionnaire, the researcher used a Likert Scale (Sugiyono, 2013: 75) by giving a score for each question, including:

Table 1. Likert Scale

No	Respondent Weight	Statement Positive	Negative Weight
1	Strongly agree	5	1
2	Agree	4	2
3	Doubtful	3	3
4	Don't agree	2	4
5	Strongly Disagree	1	5

Source: Sugiyono, 2013

In the process of this research, the first variable that is determined is in the form of supervision from the Social Service, and the second variable is the effectiveness of the implementation of the

Family Hope Program (PKH). These two variables are interrelated in the concept of cause and effect. For this reason, observations and research are needed to prove the two variables are related to each

other. Meanwhile, to determine the assessment of the monitoring variable and the effectiveness variable, it is carried out by taking into account the dimensions and dimension indicators of each variable.

The population elements in this

Social Service Officials	=	9
PKH Facilitator	=	9
PKH recipients	=	85
Amount (N)	=	103 person

study are PKH (Family Hope Program) officials and the people who receive PKH assistance or PKH recipients in Cimaung Village, Cimaung District, Bandung Regency, among others as follows:

Results And Discussion

The researcher tries to determine the supervision variable (X) by referring to the theory put forward by William H. Newman (2003) where supervision needs Supervision needs to be carried out through separate ways that can be used as a measuring tool. The supervision consists of 3 (three) dimensions, namely: supervision introduction (feedforward control), concurrent control (concurrent control), and feedback control through testing of 9 (nine) indicators that are applied to answers with 5 possible answers that must be selected and considered appropriate according to the respondent on each statement submitted in the following table:

Dimensions of Preliminary Control (feedforward control)

According to William H. Newman (2003:361), preliminary supervision (feedforward control) is supervision designed to anticipate problems or deviations from standards or objectives and allow corrections to be made before a certain stage of activity is carried out. When examined from this dimension, it is designed to anticipate standard deviations and allow corrections to be made before the activity is completed. The dimensions of this supervision consist of 3 (three) indicators, namely:

1. Collaborating with PKH facilitators in implementing PKH
2. Hold public hearings
3. Planning the goals of the program

The researchers illustrate the dimensions of preliminary supervision from the first indicator in collaboration with PKH Facilitators in implementing PKH in the table below:

Table 2. Respondents' Answers About Collaborating with PKH Facilitators in implementing PKH (n=69)

No.	Alternative Answer	Frequency (F)	Weight (B)	F x B
1	Strongly agree	8	5	40
2	Agree	26	4	104

3	Doubtful	14	3	42
4	Don't agree	18	2	36
5	Strongly Disagree	3	1	3
Amount		69		225

Source: Results of Questionnaire Processing (2020)

From the results of observations by researchers in the field, it shows that there is cooperation between the Social Service and PKH Facilitators in implementing the Family Hope Program (PKH) in Cimaung village, but the collaboration has not been fully implemented properly. This is due to a lack of communication between the Social Service and assistants.

Dimensions of Supervision "concurrent" (concurrent control)

According to Willian H. Newman (2003:361), "concurrent" supervision is supervision that is carried out simultaneously with the implementation of activities. An aspect of the procedure must meet the conditions specified before

the activity is carried out to ensure the accuracy of implementing the activity. The dimensions of "concurrent" supervision consist of 3 (three) indicators, namely:

1. Reviewing the implementation of PKH
2. Oral consultation with the village head regarding the development of PKH
3. There are discussion activities with village heads and PKH assistants regarding problems encountered in implementation.

To examine the dimension of "concurrent" supervision from the first indicator to review the implementation of PKH, the researcher illustrates it in the table below:

Table 3. Respondents' Answers About Reviewing the implementation of PKH (n=69)

No.	Alternative Answer	Frequency (F)	Weight (B)	F x B
1	Strongly agree	9	5	45
2	Agree	27	4	108
3	Doubtful	21	3	63
4	Don't agree	9	2	18
5	Strongly Disagree	3	1	3
Amount		69		237

Source: Results of Questionnaire Processing (2020)

After conducting interviews, the researcher with the Bandung Regency Social Service stated that in reviewing the implementation of PKH it had been carried out well, although in its implementation it was not going well.

From the observations of researchers in the field, it shows that the Social Service in reviewing the implementation of PKH is less than optimal due to the busyness of the Social Service.

Dimensions of Feedback Control (feedback control)

According to William H. Newman (2003:361), monitoring feedback (feedback control), supervision is carried out to measure the results of an activity that has been completed. The dimensions of feedback control consist of 3 (three) indicators, namely:

1. Examination of reports on PKH

2. Conducting audits related to procedures for using funds
3. Checking the results of the implementation and efforts of PKH beneficiaries

The researcher illustrates in the table below the feedback monitoring dimension of the first indicator of the examination of reports on PKH:

Table 4. Respondents Answers About Examination of reports on PKH (n=69)

No.	Alternative Answer	Frequency (F)	Weight (B)	F x B
1	Strongly agree	9	5	45
2	Agree	23	4	92
3	Doubtful	24	3	72
4	Don't agree	11	2	22
5	Strongly Disagree	2	1	2
Amount		69		233

Source: Results of Questionnaire Processing (2020)

After conducting interviews, the researcher with the Social Service stated that the examination of reports on PKH had been carried out, but had not been fully carried out due to frequent delays in the preparation of accountability reports and the busyness of the Social Service apparatus.

From the results of observations of researchers in the field, it shows that the examination of reports is still lacking due to delays in the preparation of accountability reports and a lack of direction and examination in written reports so that errors occur in written reports that hinder the preparation of reports.

Procedural Dimension

According to Goggin (1990: 34-35), a series of decisions and actions or activities that are directed at the effectiveness of a regulation or mandate without changing it, in accordance with or in line with the provisions in the technical guidelines. The procedural dimensions consist of 3 (three) indicators, namely:

1. There are PKH guidelines
2. Accuracy of technical instructions
3. Procedure certainty

To examine the procedural dimensions of the first indicator of the existence of policy guidelines, the researcher illustrates the data in the table below:

Table 5. Respondents' Answers About the existence of PKH guidelines (n=69)

No.	Alternative Answer	Frequency (F)	Weight (B)	F x B
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1	Strongly agree	12	5	60
2	Agree	21	4	84
3	Doubtful	19	3	57
4	Don't agree	13	2	26
5	Strongly Disagree	4	1	4
Amount		69		231

Source: Results of Questionnaire Processing (2020)

From the observations of researchers in the field, it is clear that there is no delivery of PKH to the community and that many people do not know clearly about PKH and how to be registered as recipients of the program.

the goals and results are achieved. The objective/outcome dimensions consist of 3 (three) indicators, namely:

1. Availability of funds
2. Adequate HR
3. PKH targets data accuracy

Goal Dimension

According to Goggin (1990:34–35), supervision is said to be effective if there is effectiveness at the procedural level and

To examine the dimensions of the objectives and results of the first indicator of budget availability, the researcher illustrates the table below:

Table 6. Respondents' Answers About Availability of Budget (n=69)

No.	Alternative Answer	Frequenc y (F)	Weight (B)	F x B
1	Strongly agree	11	5	55
2	Agree	29	4	116
3	Doubtful	16	3	48
4	Don't agree	8	2	16
5	Strongly Disagree	5	1	5
Amount		69		240

Source: Results of Questionnaire Processing (2020)

After interviewing the researcher with the PKH facilitator, it was true that there was a budget that could be distributed to beneficiaries on time. From the observations of researchers in the field through observations that the budget in disbursement is divided into 4 stages where each stage gets 500, but the budget is not available on time, so it is not optimal in budget availability.

Dimensions of Monitoring and Evaluation

According to Goggin (1990:34-35) to find out how a program runs in order to achieve the goals set. The dimensions of monitoring and evaluation consist of 3 (three) indicators, namely:

- a. Preparation and reporting
- b. Supervision according to plan
- c. There are written and oral reports

To examine the dimensions of monitoring and evaluation of the first indicator of preparation and reporting,

the researcher illustrates the data in the table below:

Table 7. Respondents' Answers About Preparation and Reporting (n=69)

No.	Alternative Answer	Frequenc y (F)	Weigh t (B)	F x B
1	Strongly agree	6	5	30
2	Agree	24	4	96
3	Doubtful	13	3	39
4	Don't agree	23	2	46
5	Strongly Disagree	3	1	3
Amount		69		214

Source: Results of Questionnaire Processing (2020)

After interviewing the researcher with the PKH facilitator, he stated that the preparation and reporting went well without any obstacles. Based on the observations of the researchers in the field, it was shown that the preparation and reporting had not been carried out optimally due to obstacles during the preparation and reporting because the PKH facilitator was busy traveling around residents' homes.

Conclusion

Supervision is one of the determining factors in the process of developing public complaints. With supervision, the results of development can be achieved according to a predetermined plan. As one of the functions of government management, supervision is a function inherent in every organization. According to William H. Newman, there are 3 (three) types of supervision, namely, preliminary supervision (feedforward control), "concurrent" supervision (concurrent control), and feedback control.

When viewed from this dimension, controls are designed to anticipate problems or deviations from standards or objectives and allow corrections to be made before a certain stage of activity is carried out. This supervision can take the form of: collaborating with PKH facilitators in implementing PKH, holding public hearings, and planning program targets.

In collaboration with PKH facilitators, it can be done with a personal review, namely where in carrying out the program it is required to have clear communication and cooperation in its implementation with a view to anticipating problems or deviations to achieving predetermined goals. The creation of good cooperation requires the existence of good communication and the running of it according to their respective duties.

Based on the calculation of data processing, the supervision variable on the preliminary supervision dimension is at a sufficient assessment interval, so it can be concluded that the supervision on the

preliminary supervision dimension is assessed by the respondents as sufficient. By looking at the results of the respondent's answers, it can be interpreted that the head of the Family Social Security section of the Social Service is considered not fully good at carrying out the preliminary supervision dimension.

The researcher with the Bandung District Social Service stated that the collaboration with the PKH Facilitator in Cimaung Village in the implementation of the Family Hope Program (PKH) had gone well without any obstacles. From the results of observations of researchers in the field, it shows that there is cooperation between the Social Service and PKH Facilitators in implementing the Family Hope Program (PKH) in Cimaung village, but this collaboration has not been fully implemented properly. This is due to a lack of communication between the Social Service and assistants.

Based on the calculation of data processing, it is obtained that the value of the supervision variable is in the sufficient assessment interval, so it can be concluded that the supervision on the "concurrent" supervision dimension is considered by the respondents to be sufficient. By looking at the results of respondents' answers, researchers can interpret that the Social Service Office of Social Affairs, especially the head of the Bandung Regency family social security section, has not been fully effective in implementing the Concurrent Supervision dimension.

According to William H. Newman (2003:361), supervision is carried out simultaneously with the implementation

of activities. An aspect of the procedure must meet the conditions specified before the activity is carried out to ensure the accuracy of implementing the activity. In this dimension, it states that supervision is carried out simultaneously with the implementation of activities from the program so that there are no problems in an activity implementation. Therefore, supervision is carried out in order to minimize the occurrence of problems and precisely what is planned in the implementation of activities. After conducting interviews, the researcher with the Bandung Regency Social Service stated that in reviewing the implementation of PKH, it had been carried out well, although in its implementation it was not going well.

From the observations of researchers in the field, it shows that the Social Service in reviewing the implementation of PKH is less than optimal due to the busyness of the Social Service. Based on the calculation of data processing, it is obtained that the value of the supervision variable is at a sufficient assessment interval, so it can be concluded that the supervision on the feedback control dimension is assessed by the respondents as sufficient.

By looking at the results of the respondent's answers, researchers can interpret that the Bandung Regency Social Service is fully good at carrying out the feedback control dimension of the monitoring variable. This is as stated by William H. Newman (2003:361). Monitoring Feedback (feedback control) supervision is carried out to measure the

results of an activity that has been completed. Thus, the dimension of monitoring feedback in its measurement is carried out after the activity is carried out or occurs.

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