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## **BUREAUCRATIC ADAPTATION IN THE IMPLEMENTATION OF THE FAMILY HOPE PROGRAM IN MAKASSAR CITY**

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### **Abstract**

This research aims to explain the bureaucratic adaptation capacity of the implementation of the Family Hope Program (PKH) in the city of Makassar. The method used is qualitative with data collection techniques of interviews and document studies involving informants from the Makassar Social Affairs Office. The results of the study indicate that there are complex challenges that need to be overcome to enhance the effectiveness of implementing the Family Hope Program (PKH). One of them is the complexity of administrative procedures that hinder the program's implementation. Other challenges include a lack of skilled human resources in implementing innovations, as well as structural barriers such as slow administrative procedures. To address this, holistic and sustainable steps are needed, including investment in human resource development oriented towards innovation, simplification of administrative procedures, strengthening cross-sector coordination, and increasing support from various stakeholders. Thus, the Makassar Social Affairs Office can better adapt to achieving poverty alleviation goals.

**Keyword:** Bureaucratic Adaptation, Policy Implementation, Poverty

### **Introduction**

The Family Hope Program (PKH) is a conditional cash transfer social assistance program launched by the Indonesian government to reduce poverty and improve human resource quality. This program provides cash assistance to poor families who meet certain criteria, with the condition that they must comply with commitments related to health and education. For example, beneficiary families must ensure their children attend school and undergo regular health check-ups. The main goal of the Family Hope Program (PKH) is poverty alleviation in Indonesia by improving the quality of life for poor families through conditional cash assistance. Through PKH, the government seeks to enhance poor families' access to health and education

services and encourage them to take concrete steps to improve children's welfare. PKH is important because it not only provides financial assistance to poor families but also strengthens their capacity to overcome poverty sustainably by increasing access to education, health, and economic empowerment. Thus, PKH aims not only to provide short-term assistance but also to create structural changes that can end the cycle of poverty in Indonesia. (Rahmi & Ulfia, 2022)

While the Family Hope Program (PKH) has achieved some successes in several areas, there are also findings indicating that the program has not provided significant benefits for achieving its goals in some regions. Data shows that there are constraints in fund disbursement and compliance monitoring, resulting in some beneficiaries being unable to utilize assistance effectively. Additionally, there are still challenges in terms of data verification and program implementation in the field that affect the efficiency and effectiveness of PKH. This initial evaluation highlights the need for improved implementation and monitoring strategies and the development of more targeted solutions so that PKH can provide significant benefits to poor families throughout Indonesia. (Aslinda et al., 2022)

For the city of Makassar itself, the number of recipients of PKH social assistance in Makassar experienced fluctuations during the period from 2019 to 2023. In 2019, there were recorded as many as 22,793 families benefiting, while in 2020 there was a slight increase to 22,918 families. However, in 2023, the number of aid recipients drastically decreased to 21,188 families. Nevertheless, data from the Central Statistics Agency (BPS) in March 2023 showed that Makassar had the lowest poverty rate, reaching 4.58 percent of the total poor population of 788.85 people. This indicates that although the PKH program has increased the number of beneficiaries from year to year, there are still poor families who have not been reached by social assistance. PKH, as a globally recognized Conditional Cash Transfer (CCT) program in poverty alleviation, shows challenges in its implementation, requiring in-depth evaluation to improve its effectiveness.

Analysis of the effectiveness recapitulation of the utilization of the Family Hope Program (PKH) budget in Makassar City in 2020 shows that the budget was well absorbed in the implementation of activities from stages 1 to 4 (Risal, 2020). However, there are differences in the number of PKH participants and the budget allocated in each district. For example, Makassar district had 1,823 PKH participants with a budget of Rp. 1,354,850,000,- in stage 1, while Rappocini district had 1,707 participants with a budget of Rp. 1,408,125,000,-. This phenomenon is caused by the predetermined criteria of PKH components, where districts with fewer participants but meeting specific criteria such as pregnant or lactating mothers and having children under 6 years old receive larger assistance, namely Rp. 250,000,- per month.

One of the biggest challenges in implementing the PKH program in Makassar is urbanization, which is a phenomenon that can significantly affect poverty fluctuations and the number of PKH program participants in the city. With increasing urbanization, Makassar experiences a rise in the number of people migrating from rural to urban areas in search of economic opportunities and a better life. However, urbanization often brings negative impacts, including fluctuating poverty levels (Liddle, 2017). The growth of the urban population is often not accompanied by an increase in job opportunities and adequate infrastructure, leading to structural poverty and economic informality (Vives-Miró, 2022). In this context, the PKH program plays a role as a government effort to address the impact of urbanization on poverty. The number of PKH participants can experience significant fluctuations because urbanization affects the demographic composition and economic conditions in Makassar. Adjusting PKH strategies and budget allocations is crucial to respond to the dynamics of urbanization and ensure targeted assistance for vulnerable groups amidst the evolving urban landscape.

The fluctuations in poverty and urbanization have significant impacts on the implementation of the Family Hope Program (PKH). According to Nguyen et al., (2020), poverty fluctuations resulting from urbanization can hinder the achievement of social

assistance program goals such as PKH. Rapid urban population growth is often not matched by an increase in job opportunities and access to social services, complicating target identification and aid distribution. Additionally, uncontrolled urbanization can exacerbate socio-economic disparities and lead to an increase in the number of poor families (Liddle, 2017), which in turn can affect the effectiveness and achievement of PKH goals. In this context, research by Arnika, (2022) emphasizes the importance of formulating policies that are responsive to the dynamics of urbanization and poverty, as well as expanding the reach of programs to include vulnerable groups significantly impacted by demographic and structural changes in urban areas.

In the context of policy implementation such as the Family Hope Program (PKH) in Makassar, a review from the perspective of implementation theory focusing on the dimension of bureaucratic structure is relevant. According to this perspective, bureaucratic structure plays a crucial role in determining the extent to which policies can be effectively implemented. In Makassar, the complex and sometimes hierarchical bureaucratic structure can pose barriers to the implementation of PKH. Complicated administrative procedures and unclear task divisions among bureaucratic units can impede the flow of information and coordination among relevant parties in program implementation. Additionally, policies implemented by the bureaucracy often adhere strictly to rigid rules and procedures without considering local dynamics and community needs flexibly. (Aslinda et al., 2022)

Flexibility within the bureaucracy ultimately becomes crucial in implementing the Family Hope Program (PKH) in Makassar. Despite the complex and hierarchical bureaucratic structure, the bureaucracy needs to adapt to rapidly changing local dynamics. This flexibility includes the ability to adjust administrative procedures according to current conditions, granting autonomy to implementing units at the local level to make responsive decisions to local community needs, and facilitating efficient coordination among units. With a more flexible approach, the bureaucracy can more easily adjust policies and programs like PKH to changes resulting from urbanization, thereby providing more effective and relevant services to the people of Makassar.

Bureaucratic adaptation theory suggests that bureaucracies tend to adapt to external environmental changes, both proactively and reactively, to maintain sustainability and effectiveness. According to this theory, bureaucracies not only survive by maintaining the status quo but also change in response to changes in their surroundings. This adaptation can include organizational restructuring, procedural modifications, and the development of new policies in line with environmental demands and dynamics. For example, in the era of globalization and information technology, bureaucracies need to adapt quickly to address challenges and capitalize on emerging opportunities. This theory has been debated and developed by various scholars, including Susanti, (2022) and Dessein & Santos, (2006), who provide in-depth insights into the dynamics of bureaucratic adaptation in various contexts.

One potential adaptation challenge faced by the bureaucracy implementing the Family Hope Program (PKH) in Makassar is the lack of flexibility in changing administrative procedures and policies according to the evolving local dynamics. Bureaucracies that tend to follow rigid and hierarchical procedures may struggle to adapt to sudden changes related to fluctuations in poverty and urbanization in Makassar. A research focus could be on the extent to which the PKH implementing bureaucracy in Makassar can adapt to these local dynamics, as well as the factors influencing the level of bureaucratic adaptation in responding to such changes.

## Literature review

### ***Challenges in Policy Implementation and External Environmental Changes***

Policy implementation often faces challenges stemming from changes in the external environment, whether it be changes in societal needs, political demands, or dynamically changing economic factors. These changes in the external environment can influence how policies are designed, implemented, and evaluated by organizations. According to De Micheli & Vingelli, (2022), such changes in the external environment can compel organizations to make adjustments in their structures, processes, and policies. For example, if there are significant changes in national policy, organizations must be able to adapt their operational strategies and tactics to meet the new demands.

Furthermore, changes in the external environment can also trigger internal organizational changes. Khodke et al., (2021), organizations often have to alter their structures, work processes, and internal cultures to accommodate changes occurring outside the organization. For instance, if there are significant regulatory changes in a particular industry, organizations may need to adjust their structures and processes to comply with the new requirements. Additionally, organizations may choose to adopt adaptive approaches that enable them to be more responsive to changes in the external environment, as described by Widowati et al., (2023).

In this context, it is important for organizations to have strong adaptive capabilities to effectively address changes in the external environment. According to Dessein & Santos, (2006), organizations with good adaptive capabilities tend to be more successful in implementing policies and maintaining high performance amidst dynamic environmental changes. Therefore, organizations need to develop the capacity to learn from experiences, design flexible strategies, and build strong cooperation networks with external stakeholders to address unforeseen changes in the external environment.

### ***Bureaucratic adaptation***

The concept of bureaucratic adaptation refers to the bureaucracy's ability to adapt to changes in the external and internal environment that occur from time to time. This definition of bureaucratic adaptation is based on the understanding that bureaucracy is a living and dynamic entity, which must be able to adapt structures, processes and policies to meet the demands of an ever-changing environment. The theories underlying the concept of bureaucratic adaptation include various approaches, ranging from structuralism theory as proposed by Olsen, (2008), which emphasizes the importance of organizational learning and structural flexibility, to evolutionary theory approaches as proposed Moore et al., (2020), which highlights the processes of trial and error in organizational adaptation.

From a public administration perspective, bureaucratic adaptation and adaptive governance approaches play an important role in dealing with complexity and rapid changes in the external environment (Purna et al., 2016). Adaptive governance emphasizes the importance of collaboration and learning between stakeholders, while adaptive bureaucracy theory highlights the ability of bureaucracy to adapt to environmental changes. In this context, Chaffin et al.,(2014) explains that adaptive governance demands active involvement from government, society and the private sector in managing natural resources and public policy, while Folke et al., (2005) highlights the importance of polycentric systems in dealing with global environmental change. On the other hand, regarding the theory of adaptive bureaucracy, Eshuis & Gerrits, (2021) emphasize the importance of organizational learning and structural flexibility in responding to changing environmental demands, while Karpouzoglou et al., (2016) highlight the importance of learning and innovation in managing social-ecological systems.

Research variables in the context of adaptive bureaucracy can include several dimensions that are relevant to the bureaucracy's ability to adapt to changes in the external and internal environment. Several variables that can be considered in research on adaptive bureaucracy include:

The first is Structural Flexibility, where this variable measures the extent to which the bureaucratic organizational structure can adapt to environmental changes. This can include flexibility in the division of tasks and responsibilities, organizational hierarchies, and decision-making mechanisms. The second is Innovation, which measures the bureaucracy's ability to generate new ideas and implement creative solutions in facing new challenges. This can include the development of new technologies, innovative work processes, and new policy strategies. The third is Organizational Learning, where this variable emphasizes the aspect of the extent to which the bureaucracy is able to learn from experience, whether through program evaluation, case studies, or collaboration between organizational units. It includes the capacity of organizations to absorb, process, and apply new knowledge in their work practices. And the last one is Responsiveness to External Change which measures the extent to which the bureaucracy can respond quickly and precisely to changes in the external environment, such as policy changes, political demands, or technological changes. This includes the bureaucracy's ability to identify changes, plan responses, and implement new policies.

### **Research methods**

This research uses a case study approach as the main research method, with a focus on the Makassar City Social Service. This approach involves collecting data through in-depth interviews with high-level officials and staff at the Social Service, as well as participatory observation of the policy implementation process in the field. In addition, data collection is complemented by analysis of policy-related documents, evaluation reports and meeting notes. Data analysis techniques include thematic analysis to identify patterns, themes and challenges in bureaucratic adaptation to changes in the external environment. With this approach, this study provides an in-depth understanding of the dynamics of bureaucratic adaptation in policy implementation, as well as the factors that influence the ability of the Makassar City Social Service to adapt to changes in the external environment.

### **Research Results and Discussion**

#### ***Structural flexibility***

Structural flexibility in the Makassar City Social Service bureaucracy plays an important role in dealing with changes in the external environment in implementing the Family Hope Program. With this flexibility, the Makassar City Social Services Department can adapt to changes in social, economic and demographic dynamics in Makassar City, including fluctuations in poverty and urbanization. However, continued efforts are needed to increase structural flexibility and overcome remaining obstacles to program implementation.

The interview results show that the Makassar City Social Service has a certain amount of structural flexibility that allows them to adapt to changes in the external environment. One aspect of structural flexibility is in the division of tasks and responsibilities. Respondents emphasized that organizations have the ability to adjust their portfolio of tasks according to priorities and evolving needs in society. For example, in the face of increased requests for social assistance during the COVID-19 pandemic, Social Services were able to quickly adjust their task priorities to provide a more effective response.

In addition, organizational hierarchies have also proven to be quite flexible. Top level officials in the Social Service have the authority and flexibility to make decisions quickly and

efficiently in facing new challenges that arise. This allows organizations to respond quickly to environmental changes without having to wait for approval from higher levels of the hierarchy.

Decentralized decision-making mechanisms also play an important role in the structural flexibility of the Makassar City Social Service. With decentralized decision making, staff at lower levels have the authority to make decisions and act according to conditions in the field. This allows organizations to respond quickly to changes and challenges that arise at the operational level.

Based on the research results, it can be concluded that structural flexibility in the Makassar City Social Service bureaucracy plays an important role in implementing the Family Hope Program (PKH). Flexibility in the division of tasks and responsibilities, flexible organizational hierarchies, and decentralized decision-making mechanisms enable organizations to adapt to changes in the external environment quickly and effectively. However, even though there is sufficient structural flexibility in the Makassar City Social Service bureaucracy, there are still several challenges that need to be overcome. One of them is the complexity of administrative procedures which sometimes becomes an obstacle in program implementation. Efforts are needed to simplify administrative procedures and improve coordination between organizational units to ensure effective implementation of the PKH program.

### ***Innovative Capacity***

This study reveals that innovation capacity in the bureaucracy plays a crucial role in the implementation of the Family Hope Program (PKH) in Makassar City. In the context of PKH implementation, innovation plays an important role in responding to external environmental dynamics, such as fluctuations in poverty and urbanization, as well as in increasing the effectiveness of the program in achieving the goals of poverty alleviation and improving the welfare of poor families.

One of the main findings from this research is that the Makassar City Social Service has demonstrated varying levels of innovation in implementing the Family Hope Program. Through interviews with high-level officials and staff at the Social Service, we found that there were various innovative initiatives undertaken to increase the effectiveness and efficiency of the program, as well as to adapt to changes in the external environment.

One example of an innovative initiative identified in this research is the use of information and communication technology (ICT) to speed up the data verification process for PKH beneficiaries. Through the use of technology-based applications, the Social Service can speed up the process of identifying and verifying beneficiaries, thereby enabling the distribution of aid in a more targeted and efficient manner. This also minimizes the potential for errors or misuse in the distribution of social assistance.

Apart from that, innovation is also seen in efforts to increase community participation in implementing PKH. The Makassar City Social Service has launched a training and mentoring program for beneficiary families, which aims to empower them to manage and utilize the assistance they receive more effectively. This program not only provides financial assistance, but also provides assistance and training to beneficiary families to improve their skills and knowledge in managing finances, gaining access to health services, and improving the quality of children's education.

Furthermore, innovation also occurs in an effort to improve coordination between units in the Social Service and with other external stakeholders. By establishing a cross-sector coordination team and launching a consultation forum with the community, the Social Service has succeeded in increasing collaboration and synergy between related parties in supporting the implementation of PKH. This allows for more effective exchange of information, better coordination of field activities, and increased support from various parties for program success.

However, although there are various innovative initiatives that have been carried out, this research also identified several challenges in strengthening innovation capacity in the Makassar City Social Service bureaucracy. One of the main challenges is the lack of skilled and trained human resources in implementing innovation. Although there are training and capacity development efforts, further investment is still needed in innovation-oriented human resource development.

Apart from that, another challenge is the existence of structural obstacles in the bureaucracy which can hinder the innovation process. For example, complex and slow administrative procedures can be a barrier to effectively implementing innovative ideas. Therefore, efforts are needed to simplify administrative procedures and speed up decision making in the bureaucracy.

In overcoming these challenges, this research concludes that holistic and sustainable strategic steps are needed to strengthen innovation capacity in the Makassar City Social Service bureaucracy. This includes investment in human resource development, simplifying administrative procedures, strengthening cross-sector coordination, as well as increasing support and commitment from various relevant stakeholders. In this way, the Social Service can be more effective in implementing the Family Hope Program and achieve the goal of alleviating poverty in Makassar City.

### ***Organizational learning***

In an effort to optimize social assistance programs such as the Family Hope Program (PKH), the Makassar City Social Service faces significant challenges related to organizational learning. Despite efforts to increase capacity to absorb new knowledge, there are still shortcomings in processing and applying this learning into daily work practices.

The research results found that evaluation of the PKH program was carried out on a limited basis. Although these evaluations provide valuable insight into program effectiveness, the knowledge gained from them is not always integrated into operational-level decision-making processes.

According to the informant, he explained that, "Effective organizational learning requires an integrated process from policy evaluation to implementation of corrective actions. However, we found that there was a gap between the evaluation carried out and its implementation in daily work practices at the Makassar City Social Service."

The biggest challenge faced is the lack of mechanisms that facilitate the transfer of knowledge from policy evaluation into operational decisions. This can result in an inability to improve existing work processes and practices, as well as reduce the effectiveness of the PKH program as a whole.

The head of the Social Service explained that, "We emphasize the importance of strengthening capacity in processing and applying organizational learning. This requires a strong commitment from leadership and staff at all levels of the organization to ensure that the knowledge gained from evaluations is used optimally to improve program performance and results ."

In facing this challenge, it is necessary to develop more effective mechanisms for integrating knowledge from policy evaluation into operational decision-making processes. In addition, continuous training and education for staff at all levels of the organization is also considered important to increase capacity in processing and implementing organizational learning.

### ***Response to external changes***

This variable highlights the importance of responsiveness to external changes in the context of implementing the Family Hope Program in Makassar City. Challenges such as the

complexity of administrative procedures and lack of communication between units need to be overcome to ensure the effectiveness of social programs and public services. By increasing awareness of the importance of responsiveness and carrying out necessary reforms, the Social Services bureaucracy can become more responsive to environmental changes that occur.

The research results show the need for reform in administrative procedures and increased communication between units as important steps in increasing bureaucratic responsiveness. Steps such as streamlining decision-making processes and improving internal communications should be taken to overcome these challenges.

Interviews with Social Service officials and staff confirmed that awareness of the importance of responsiveness to external changes has become the main focus. One official stated, "We understand that PKH is a program that must be able to adapt quickly to fluctuations in poverty and environmental changes. This is key to ensuring that the social assistance provided is truly effective for those in need." This statement shows a strong understanding of the urgency of responsiveness in the context of PKH implementation.

The main challenge faced in bureaucratic responsiveness is the complexity of administrative procedures. A Social Services staff member expressed, "The decision-making process sometimes felt very slow and complicated. We had to go through various stages of approval from superiors, which slowed down our reactions to urgent changes." This explanation reflects the practical difficulties faced by bureaucracies in responding quickly to change.

Lack of communication between units was also identified as an obstacle to bureaucratic responsiveness. A senior official stated, "Information is often poorly distributed across the organization. This makes effective coordination and response to change difficult." This statement highlights the importance of good communication between units in facilitating bureaucratic responsiveness.

## **Discussion**

Structural flexibility within the bureaucracy of the Makassar City Social Service plays a crucial role in addressing the dynamics of external environmental changes, especially concerning the implementation of the Family Hope Program (PKH). This concept, defined in the theory of bureaucratic adaptation, refers to the organization's ability to adjust its structure and processes to changes in the external environment

In the Makassar City Social Service, structural flexibility enables the organization to quickly respond to fluctuations in poverty, urbanization, and other social dynamics. This is reflected in the adaptable allocation of tasks and responsibilities based on community priorities and needs, allowing the organization to provide effective responses, particularly in emergencies such as increased demand for social assistance during the COVID-19 pandemic.

A flexible organizational hierarchy delegates authority to senior officials to make decisions quickly and efficiently, without waiting for approval from higher levels of hierarchy. This facilitates rapid responses to emerging challenges, enhancing the effectiveness and efficiency of program implementation. Moreover, decentralized decision-making mechanisms play a crucial role in structural flexibility. By empowering staff at lower levels to make decisions according to field conditions, the organization can swiftly respond to changes and challenges at the operational level. This provides the necessary flexibility to adapt implementation strategies locally. However, despite significant structural flexibility, challenges such as the complexity of administrative procedures remain obstacles in program implementation. Slow and intricate processes can delay the organization's response to urgent changes.

Innovative capacity in the context of implementing the Family Hope Program (PKH) by the bureaucracy of the Makassar City Social Service reflects the organization's ability to



generate and implement innovations in response to external environmental changes and to enhance the effectiveness of the program. This innovative capacity is crucial because PKH must be able to adapt to the dynamics of poverty, urbanization, and other social changes. Innovations implemented by the Makassar City Social Service, such as the use of information and communication technology (ICT) to expedite data verification processes and the implementation of training and mentoring programs, reflect efforts to adapt to environmental demands. However, challenges exist in strengthening this innovative capacity. One challenge is the shortage of workforce with adequate skills and knowledge to adopt innovations. Additionally, structural barriers within the bureaucracy, such as complex administrative procedures, can hinder the innovation process. To address these challenges, comprehensive and sustainable strategic measures are required.

Theoretical frameworks on innovative capacity in this context can refer to conceptual frameworks discussing organizational innovation. Organizational innovation theory considers factors influencing an organization's ability to generate and implement innovations to meet environmental demands and achieve organizational goals. This includes aspects such as organizational culture, structure, human resources, and internal communication and collaboration mechanisms. (Dupuis & Knoepfel, 2013)

Organizational learning within the Makassar City Social Service is crucial in improving the effectiveness and efficiency of programs, including the Family Hope Program (PKH). This concept, referring to the process by which organizations actively gather, analyze, and implement new knowledge to improve performance and outcomes, highlights the importance of continuous reflection and adjustment in achieving organizational goals.

In practice, organizational learning in the Makassar City Social Service is often associated with limited program evaluations. Although evaluations provide valuable insights into program effectiveness, the knowledge generated is often not effectively integrated into operational decision-making processes. The main challenge is the lack of mechanisms facilitating the transfer of knowledge from policy evaluations to operational decision-making.

To address this challenge, the development of more effective mechanisms to integrate knowledge from policy evaluations into operational decision-making processes is necessary. Additionally, continuous training and education for staff at all organizational levels are required to enhance capacity in processing and implementing organizational learning. In this context, strong commitment from leadership and staff at all levels of the organization is key. This ensures that knowledge gained from evaluations is optimally used to improve program performance and outcomes, including in the implementation of PKH.

Within the framework of organizational learning theory, this approach emphasizes the importance of reflection on experiences, data analysis, and the implementation of corrective actions as integral parts of the learning process. By strengthening integrated evaluation and decision-making mechanisms and enhancing awareness and skills of staff in utilizing organizational learning, the Makassar City Social Service can be more effective in achieving program goals and providing better services to the community.

The response to external changes plays a crucial role in the successful implementation of the Family Hope Program (PKH) in Makassar City. Bureaucratic adaptation theory highlights the importance of structural flexibility in adapting to external environmental dynamics (Dupuis & Knoepfel, 2013). Responsiveness to change is a fundamental foundation for organizations to respond to fluctuations in poverty and environmental changes that can affect the effectiveness of social assistance.

Finally, research shows that awareness of the importance of responsiveness to external changes has been a primary focus in the Makassar City Social Service. The concept of external responsiveness is directly related to the concept of bureaucratic adaptation, which emphasizes the need for organizations to adapt to changing external environments (Scott, 2008). Officials

and staff are aware that rapid adaptation is necessary for PKH to remain relevant and effective in providing social assistance to those in need.

The main challenges in bureaucratic responsiveness, such as the complexity of administrative procedures and lack of communication between units, align with findings in organizational theory. Policy implementation theory highlights that complex administrative procedures can hinder program implementation (Khodke et al., 2021). Meanwhile, a lack of communication between units impedes coordination and collaboration in responding to external environmental changes (Wright et al., 2023).

To address these challenges, reforms in administrative procedures and improved communication between units are necessary. This approach aligns with the concept of organizational change, which emphasizes the importance of structural adaptation and effective communication in responding to changes. Through simplifying decision-making processes and enhancing internal communication, the Makassar City Social Service can improve its responsiveness to external changes, ensuring effectiveness in providing social services to the community.

## Conclusion

Response to external changes is the key to the success of the Family Hope Program (PKH) in Makassar City. In this context, bureaucratic adaptation and structural flexibility are important, considering the ever-changing dynamics of the external environment. Challenges such as the complexity of administrative procedures and lack of communication between units are things that need to be overcome. Reforming administrative procedures and improving internal communications are important steps to increase responsiveness to change and ensure the effectiveness of social services for the community.

## Suggestions

For future research related to bureaucracy and the implementation of the Family Hope Program (PKH) at the Makassar City Social Service, the following suggestions can be considered:

1. Evaluation of HR Training Effectiveness: Investigate the impact of existing training and capacity-building programs on improving employee skills and performance in implementing innovation.
2. Analysis of Administrative Simplification Processes: Examine in more detail the complex administrative procedures and identify concrete steps to simplify them, as well as evaluate the impact of this simplification on bureaucratic efficiency.
3. Comparative Study Between Cities: Conduct a comparative study with other cities that have similar programs to identify best practices that can be adopted by the Makassar City Social Service.

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