An Analysis Of The Companion Performance Of The Hopeful Family Program To Alleviate Poverty In Medan City, North Sumatra, Indonesia

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ABSTRACT:- The companion of the hopeful family program (HFP)is a primary element in theimplementation of the HFP program. The purpose of this study is to know and analyze factors affecting the companion performance of the hopeful family program (HFP) in Medan city and to know the elements that have the gap between sub-districts with high-performance rate with sub-districts which having a low-performance rate. This research is descriptive analytical that aims to obtain an overview of research objectives. The result of the study shows that individual, psychological, and organizational factors have a significant effect on the companion performance of the hopeful family program (HFP) in Medan city. Gap analysis of organizational variable was found in demographic dimensions. Gap analysis of psychological variable was found in dimensions of perception, attitude, personality, learning, and motivation while the gap analysis on organizational variable was in the aspects of leadership, reward, structure, and job design.

Keywords: performance, individual, psychological, organization

I. INTRODUCTION

Poverty is one of the complex problems facing Indonesia. This condition cannot be separated from the long chain of poverty that is difficult to decide. Poverty is not just talking about individuals, but it will lead to a broad family, group, and society. Government programs have been launched to address the poverty problem in this country. Any program run by the government to minimize poverty is usually temporary.

In order to cope with poverty, the Indonesian government issued a hopeful family program (HFP). This program is being implemented in Indonesia and is included in one cluster of poverty alleviation instruments. The program is part of the target groups, and social protection groups of the target group and the Ministry of Social Affairs of Indonesia is given the responsibility to implement it. The International World recognizes this social protection program with the term Conditional Cash Transfer (CCT) which is considered to be quite successful in tackling poverty in many countries, especially chronic poverty.

Conditional cash assistance is an innovative and more popular social assistance program. According to Fiszbein, Ariel, and Schady (2009), "conditional cash transfer program is one that transfers cash to poor households if they make the prespecified investment in the human capital of their children. In general, this has involved attaching "conditions" to transfers. "

This mechanism of social assistance program is done by giving a certain amount of money to low-income families and they are required to conduct certain behaviors. The behavior is usually done by building a positive attitude in strengthening the independence of the family. Examples of such behaviors include keeping children routinely on school and checking expectant and toddlers in health services (Hibullah and Ivo 2013). This conditional cash aid program is not only a tool for the eradication of poverty in the short term. This program is included in the effort to achieve the goals of long-term economic growth and human resource development. This approach has been applied internationally and in some countries. Additionally, the program has become a permanent component of the strategy of poverty eradication.

The hopeful family program (HFP) has begun being implemented in Indonesia since 2007 and those targeted by the program are called the beneficiary family. The beneficiary family who becomes HFP participants are given access to utilize the health and education services available around them. Since 2016, the benefits of HFP have been enhanced to reach persons with disabilities and elderly to maintain their social welfare status under the mandate of the constitution and Nawacita from the President of the Republic of Indonesia.

The great purpose of this hopeful family program is becoming increasingly apparent given the poor population data in Indonesia. In 2017 the poverty rate decreased from 10.64% in March 2017 to 10.12% in September 2017. As seen from the total population of Indonesia in March 2017 totaled 27,771,220 people to

26,582,990 inhabitants in September with a total reduction of 1,188,230 poor people. If calculated then there is a decrease of the poor population by 0.58% (BPS, 2017).

Progress from HFP can be seen from various results of research conducted by various parties. Bappenas (2009) concluded that HFP succeeded in increasing the monitoring of child growth and immunization activities. However, it is relatively small in terms of education indicators. Meanwhile, the results of the SMERU Research Institute (2008) which conducted the Qualitative Baseline Study of PNPM and HFP in the Provinces of East Nusa Tenggara and West Java concluded that several factors inhibiting households from accessing services and health are seen from the availability and use of health facilities themselves (Hibullah and Ivo 2013).

This success is undoubtedly inseparable from the supporting devices in the form of institutions and human resources. The companion of the hopeful family program (HFP) is a principal element in the implementation of the HFP program.

The hopeful family program is one of the social welfare activities of community development. HFP facilitators as parties working in the program can be referred to as social workers. Midgley (2005) argues that for carrying out social welfare activities at the community level such as HFP Program, professionals are needed. These professionals play a role in carrying out social welfare businesses because they understand and can implement social development strategies. However, there are some differences of opinion regarding the type of professional power needed. Some experts such as Margaret Hardiman and James Midgley believe that the task of social development is the best way by social development professionals who are specifically trained in this field.

Community-based social development strategies generally see the need for highly skilled professionals. On the contrary, they chose the social worker of society who worked on the ground and came from the community itself. This case is a gap that occurs in the implementation of this program. HFP companion is generally not a social education background and thus cannot be expressed as a professional social worker. It has become an important part to be scrutinized, whether the education background affects HFP's companion performance.

According to Ife (2008), there are four key roles and skills that a social worker should have, among others, the role and facilitation skills; educational roles and skills, representational roles and skills, and roles and technical skills. Isbandi Adi (2008) believes that facilitative and educational roles are fundamental and immediate in the effort of planned social change at the community level, whereas representatives and technical roles have less impact on target communities than facilitation and education (Habibullah 2011). Empirical research results by Habibullah (2011) on the role of HFP companion in Karawang District. It was concluded that the HFP companion was more technical to achieve the success of the program administratively and its role was still lacking in the facilitative, representative, and educational. This gap is also a research material to see the performance of HFP companion in Medan City, whether the same condition or not occur.

The role of the companion in implementing this program great determines the sustainability and success of this program, either directly or indirectly. The HFP companion as a party directly in contact with KPM to meet, see their living conditions directly, motivate, and strive for the best solution if KPM is having problems.

The city of Medan has started running the HFP Program in 2008. In 2008, the number of KPMs was only 17,417 and did not cover all sub-districts in Medan City. In 2009 there was an expansion since that KPM amounted to 20,586 and had reached all areas in Medan City. Expansion continues until 2016-2017 KPM City Medan has reached 42,915. Increasing the number of KPMs will undoubtedly affect the addition of HFP companion numbers in Medan City.

II.   LITERATURE REVIEW
The concept of human resource performance

Human resource performance is a term derived from the word job performance (actual achievement or achievement achieved by a person). Sedarmayanti (2011) explains that performance means the work of a worker, a process of management or an organization as a whole, where the work must be demonstrably concrete and measurable (compared to a predetermined standard). Performance according to Suyadi (Pasolong, 2008) is to see the work achieved by a person or group of people in performing tasks or work referring to the standards, criteria, and measurements set for each job. Similar opinion by Syamsuddin, (2006) which states that employee performance is the result of quality and quantity work achieved by an employee in performing his duties following the responsibilities assigned to him. Also, Hamzah (2016) believes that the importance of records of the results obtained from specific job functions within a specified period.

Referring to some of the meanings Pasolong in Hamzah (2016) divides two kinds of performance, namely employee performance and organizational performance. Employee performance is the result of individual work in an organization while the performance of the organization is the totality of the work achieved

within an organization. Then Pasolong (2008) concludes performance as a result of work that can be achieved by employees or groups of employees within an organization by their respective authorities and responsibilities, to achieve the objectives of the organization concerned.

Therefore, as mentioned earlier of performance, it can be understood that performance is the achievement of work, or the work result, either quality or quantity achieved by human resource unity of period in the execution of task duties based on the tasks and responsibilities given.

Performance appraisal indicators

Schuker and Jackson in Mulyana (2011), outline performance indicators of performance based on behavior, criteria based on behavior, and yield-based criteria.Meija in Sami'an (2012), reveals that performance appraisal is a process consisting of identification (performance factors affecting an organization's success and referring to job analysis), the measurement (the core of the process of performance appraisal system, the management determines employee performance which includes good and bad), management (this process is a follow-up of performance appraisal results).Wirawan (2009), describing performance appraisal requirements is relevance, reliability, sensitivity, acceptability, practicality, and non-violation of the law. Furtwangler in Hamzah, (2016), provides 11 employee performance indicators: work speed, quality of work, service, value, interpersonal skills, willingness to succeed, open to change, creativity, communication skills, initiative, planning, and organization.

Factors affecting performance

Performance is undoubtedly related to various factors and will form a chain. According to Timpe in Hamzah, (2016), the benefit of the chain is to include some factors that show a systematic relationship, which can diagnose and correct performance issues. According to Rao in Hamzah (2016), performance or performance or work achievement is the result achieved by a person in carrying out the duties imposed on him and may be influenced by the factors of the skill, experience, and willingness of the employee concerned. Other factors that also affect performance according to Pasolong (2008) are competence, willingness, power, technology, leadership, compensation, goal clarity, and security.

According to the results of performance measurement studies in human resource management, that performance is influenced by motivational factors (Keith Davis in Hamzah, 2016). Psychological ability factors consist of IQ (Intelligence Questions) and the ability of reality (knowledge and skill). Thus employees who have an IQ above the average (IQ 110-120), or IQ Superior, Very Superior, gifted and genius with adequate education for a particular position coupled with work skills in performing everyday tasks it will ease to achieve performance maximum.

The research conducted by Daniel Goleman (in Bachri, 2007), is quite interesting because in his research concludes that the achievement of 20% is determined by IQ, while the other 80% is determined by emotional intelligence, the result of this study is in line with Joan Beck's conclusion that IQ has grown 50% before age 5, 80% develops before age 8 and only develops 20% until the end of adolescence, while emotional intelligence (EQ) can be developed indefinitely.

With that, leaders and managers expect the highest performance achievement in the organization to be led, and the most appropriate effort to do is to build self and other human resources in order to have good emotional intelligence. Good emotional intelligence is characterized by the ability to understand self and others correctly, having self-esteem, adult mental attitudes and avoiding envy, envy, heartache, revenge, and excessive guilt, not easily angry and frustrated.

According to Henry Simamora (in Hamzah, 2016), factors affecting performance are Individual Factors, consisting of ability, background, and demographics. Psychological factors consist of perception, attitude, personality, learning, and motivation. Organizational factors, consisting of resources, leadership, awards, structure and job design

Theoretical framework

The theoretical framework is a conceptual model that shows the logical relationship between factors or variables that have been identified to analyze the research problem. Theoretical framework explains the pattern of relationships between all the factors or variables associated or described in the theoretical basis (Sinulingga, 2015).This research is intended to understand the concept of Henry Simamora about factors that influence performance as a benchmark in describing HFP's companion performance in Medan City. The variables used in this research are individual factors, psychological factors, and organizational factors. Individual variable dimensions consist of capabilities, backgrounds, and demographics. Likewise, with psychological variables, dimensions to be examined are seen from perceptions, attitudes, personality, learning, and motivation. The dimension organization variables to be investigated consist of resources, leadership, awards, structures, and job

design. For companion performance, its dimensions consist of productivity, service quality, responsiveness, responsibility, and accountability.

III.   RESEARCH METHODS

This type of research is descriptive analytical that aims to obtain an overview of the factors affecting the companion performance of HFP in Medan City. The research population is the entire HFP companion in Medan City from 2008 to 2016 which amounts to 124 people.By using purposive sampling method, the sample of this research is 66 respondents.The primary data collection method used in this research was observation, interview, and questionnaires, while for the collection of secondary data by searching the data related to the problem of this research. Data analysis methods used partial test (t-test) and gap analysis.

IV.   RESULTS & DISCUSSION

Result Test
Individual Factor

The influence of individual factor from the companion's performance to the poverty alleviation in Medan city. The t-test results are presented in Table 1 below.

Table1 The results of t-test (Individual factor)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	**(Constant)**	21.130	3.394		6.226	.000
	Individual	.549	.078	.662	7.060	.000
a. Dependent Variable: Performance						

Based on the test results presented in Table 1, it is concluded that individual factors have a positive and significant effect on performance. Testing of this data is also in line with interviews with stakeholders who state individual factors profoundly influence that performance. Indicators included in this individual factor are ability, background, and demographics. The influence of the organization will return to the individual response itself. If the individual has a positive attitude, focus, willingness to work, have good intentions and assume this work is devotion, whatever the surrounding conditions will not affect his commitment in working. The wheel of the organizational drive is the individual itself.

Psychological factor

Table2The results of t-test (Psychological factor)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	**(Constant)**	15.290	4.837		3.161	.002
	Psychological	.690	.112	.610	6.152	.000
a. Dependent Variable: Performance						

Based on Table 2 it can be concluded that psychological variables have a positive and significant effect on performance. Furthermore, further explanation on this test result is a better psychological (perception, attitude, personality, learning, motivation) from all program companion, the higher the performance of poverty alleviation in Medan City, and vice versa

Organizational Factor

Table3 The results of t-test (Organizational factor)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	**(Constant)**	33.466	5.260		6.362	.000
	Organizational	.316	.144	.264	2.193	.000
a. Dependent Variable: Performance						

Based on Table 3, it can be concluded that organizational factor variables have a positive and significant effect on performance. As for the further explanation of this test result is the better organizational factors (resources, leadership, awards, structure, and job design) perceived by all program partners, the higher the performance of poverty alleviation in Medan City and vice versa.

V.   CONCLUSIONS & SUGGESTIONS

Conclusion

Based on the results of the research and discussion, some of the conclusions that can be taken are as follows: factors affecting the companion performance of the hopeful family program in Medan City are as follows: Individual factors have a positive and significant effect on the companion performance of the hopeful family program. Psychological factors have a positive and significant influence on the companion performance of the hopeful family program. Organizational factors have a positive and significant effect on the companion performance of the hopeful family program.The Gap Analysis of areas with high performance or successful areas with low-performance areas or less successful areas which are obtained as follows: In individual factors, high-gap factors exist in demographic dimensions. The factors that need to be given further attention are also found in demographic dimensions. In psychological factors that have high gaps exist in dimensions of perception, attitude, personality, learning, and motivation. The factors that need to be given further attention are in personality dimension and motivation. In organizational, factors that have a high gap exist in dimensions of leadership, awards, structures, and job design. The factors that need to be given further attention are in the dimensions of leadership, awards, and organizational structures.

Suggestions

Based on the results of the research, some suggestions can be presented as follows: the key stakeholder of the hopeful family programs should improve from the demographic side of HFP companions.Associated with this section is to evaluate the recruitment of a companion, especially the age and marital status.In order to improve the personality and motivation of HFP companions, it is necessary to carry out well-planned training. The training materials provided relate to basic training in the social field. The training is aimed at increasing the knowledge of the companion in communication and the formation of good character.Improvements on the organization side are also needed. Leaders of the hopeful family programs should build a close relationship with all the companions capable of good cooperation. Giving the reward to the companion should also be sustainable since it is expected to improve the performance of the companion itself.

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