



TECHNIUM
SOCIAL SCIENCES JOURNAL

www.techniumscience.com



Vol. 67/2025
A New Decade for Social Changes

PLUS
COMMUNICATION P



International
Communication & PR

Integrated Social Welfare Data Management Policy in Tomohon City

Thomly Stevie Ronald Lasut¹, Sisca B. Kairupan², Jetty Mokat³, Marthinus Mandagi⁴

Public Administration Magister Program, Universitas Negeri Manado, Indonesia

Email: thomlylasut13121970@gmail.com¹, siscakairupan@unima.ac.id², jettymokat@unima.ac.id³, marthinusmandagi@unima.ac.id⁴

Abstract. This research aims to analyze the Integrated Social Welfare Data Policy Management (DTKS). This research approach uses a descriptive qualitative approach with data collection techniques, namely observation, interviews and documentation with data analysis techniques through data reduction, data presentation and verification conclusion drawing. In the research findings involving 7 informants, that in the focus of research on the implementation of the Integrated Social Welfare Data Management program specifically in the process of inputting data on beneficiaries in the Social Empowerment and Poverty Handling Division at the Tomohon City Social Service found that there are still obstacles in the implementation of this program or policy with reference to five main sub-aspects: program socialization to technical implementers, inter-agency communication, implementer resources, funding sources, and the impact of budget revisions on program implementation. This research used a qualitative approach with a descriptive method, involving in-depth interviews with relevant parties as well as analysis of official documents as the main data source. The results showed that the lack of understanding of technical terms, network instability, and the lack of routine socialization were the main obstacles in the implementation of the program. In addition, ineffective inter-service communication, such as information delays and lack of use of digital platforms, hampers coordination in data management. Lack of competent human resources, limited technical training, and weak performance evaluation mechanisms reduce the effectiveness of program implementation. Funding constraints, such as delays in disbursement and unforeseen budget revisions, further exacerbated the smooth running of the program. The short-term solutions implemented proved inadequate to overcome these problems. This study recommends increasing the frequency of socialization and technical training, optimizing the use of digital technology in communication between agencies, and rearranging human resource management mechanisms. In addition, improving budget management through more integrated and responsive financial planning is a priority to support the sustainability of effective DTKS program implementation. The findings of this research are expected to contribute to the improvement of policy implementation and social services in Tomohon City.

Keywords. Policy Implementation, Integrated Social Welfare Data Management (DTKS), Social Service, Social Assistance

A. Introduction

Public policy plays an important role in creating social welfare that is fair and equitable (Purbaningrum & Adinugraha, 2024) [1]. One of the important instruments in public policy in Indonesia is the Integrated Social Welfare Data (DTKS), which is the basis for determining beneficiaries of social protection programs. DTKS (Integrated Social Welfare Data) is a data collection system used by the Indonesian government to determine beneficiaries of social protection programs (Dwiarto, 2023) [2]. DTKS aims to ensure that social assistance can be channeled in a targeted manner to people who really need it (Manoppo & Laoh, 2023) [3].

The legal basis for DTKS is found in Law No. 13/2011 on the Handling of the Poor, which emphasizes the importance of integrated data to ensure the effectiveness of social assistance distribution (Sembiring & Nababan, 2024) [4]. In addition, the Minister of Social Affairs Regulation Number 5 of 2019 concerning DTKS Management is a technical guide in managing this data, starting from the process of recording, updating, and utilizing data by various related parties. This regulation aims to create a data management mechanism that is transparent, accurate, and can be accessed by related agencies in an integrated manner (Iqbal, 2024) [5]. However, the implementation of this policy faces various challenges, especially in the context of data accuracy, inter-agency coordination, and the use of technology for data management. In Tomohon City, DTKS is a strategic issue that requires serious attention to overcome the various problems that arise.

The Regional Social Service of Tomohon City in the implementation of assistance programs for the poor in 2023, has realized assistance for 108 productive economic entrepreneurs, 11 residents have Prosperous Homes, 1623 elderly social assistance recipients, 427 recipients of natural disaster assistance, 52 recipients of fire disaster assistance, 44 recipients of disability assistance, 134 orphans, 42 underprivileged Tuberculosis patients, and 10 stunting toddlers. Details of the data can be seen in table 1 below.

Table 1. Realization of Social Assistance by Tomohon City Social Service in 2023

No.	Assistance Category	Total
1	Productive economic entrepreneurs	108
2	Prosperous Homes	11
3	Elderly Social Assistance	1623
4	Natural Disaster Assistance	427
5	Fire Disaster Assistance	52
6	Disability Assistance	44
7	Orphans	134
8	Underprivileged Tuberculosis Patients	42
9	Stunting Toddlers	10

Source: Tomohon City Social Service (2023)

In 2024, social assistance will be distributed to 44 productive economic entrepreneurs, 50 people with disabilities, 140 orphans, 1623 elderly social assistance recipients, 50 underprivileged tuberculosis patients, 18 stunting toddlers, and 200 disaster victims. Data details can be seen in table 2 below.

Table 2. Tomohon City Social Services Assistance Program Plan 2024

No.	Assistance Category	Total
1	Productive economic entrepreneurs	44
2	Elderly Social Assistance	1623
3	Natural Disaster Assistance	200
4	Disability Assistance	50
5	Orphans	140
6	Underprivileged Tuberculosis Patients	50
7	Stunting Toddlers	18

Source: Tomohon City Social Service (2024)

DTKS (Integrated Social Welfare Data) in Tomohon City faces several problems including: a). data accuracy is often a major issue, where beneficiary data is not on target because data updating has not been carried out, b). beneficiaries who do not meet policy or program criteria, c). individuals who are entitled to receive assistance have not received social assistance, d). distribution of social assistance that is not in accordance with the objectives and targets, e). some assistance has not reached the right targets and targets, f). limited infrastructure and technology in data management, h). Many data recording and updating systems are still done manually, so they are prone to input errors and require a long time for data processing, i). Lack of training and technical skills of officers also exacerbates this situation, j). transparency and supervision in the management of DTKS is still inadequate, k). Lack of public access to check and correct data in the DTKS system, l). Supervision from independent parties is also not optimal, so the potential for misuse of data or fraud in the distribution of assistance is high, m). collaboration between agencies in updating and synchronizing DTKS data has not been carried out in accordance with program objectives, n). weak coordination between local government, social services, and other related agencies causes existing data to be unsynchronized.

Based on the background of these problems, a study was conducted from the dimensions of public policy, especially the implementation and determinants of program implementation. This research is focused on the implementation of the DTKS management program that refers to the Minister of Social Affairs Regulation Number 3 of 2021 Articles 2 and 3, especially in inputting data on beneficiaries. Then what is meant in this study about program implementation is the implementation of the policy itself. This research aims to analyze the Integrated Social Welfare Data (DTKS) Policy Management.

B. Method

In this study, researchers used Qualitative research, because it analyzes the phenomenon of the Implementation of the Integrated Social Welfare Data Management program at the Tomohon City Social Service. According to Sugiyono (2017) in Kairupan et al. (2023), Qualitative research is a research method used to research on natural object conditions, where the researcher is the key instrument. This research focuses on understanding phenomena in depth and holistically, by analyzing descriptive data and not using numbers as the main basis of analysis. This approach aims to find the meaning behind certain actions, interactions, or social situations [6].

The focus of the research is: the implementation of the Integrated Social Welfare Data Management program specifically in the process of inputting data on beneficiaries in the Social

Empowerment and Poor Handling Division at the Tomohon City Social Service. The sub-focus or research indicators are as follows:

- 1) Program socialization to technical implementers of the data entry program,
- 2) Communication between departments related to the program,
- 3) Program implementer resources,
- 4) Program funding sources,
- 5) Bureaucratic structure between fields related to program implementation.

The data collection techniques are observation, interviews and documentation studies. This research used Miles and Huberman's interactive model of data analysis. Miles and Huberman in Mandagi et al. (2023) suggested that activities in qualitative data analysis are carried out interactively and take place continuously until completion, so that the data is full. The stages of analysis are data collection, data reduction, data display, and conclusion drawing/verification [7]. According to (Sugiyono, 2009) in Mokot et al. (2023) In testing the validity of data in this qualitative research, it is carried out starting from the credibility test (internal validation), transferability (external validation), dependability (reliability), and confirmability (objectivity) [8].

C. Result and discussion

Program Socialization to Technical Implementors

Program socialization to technical implementers in the management of Integrated Social Welfare Data (DTKS) in the Tomohon City Social Service, especially in the Social Empowerment and Poverty Management Division, is a crucial element in ensuring the effectiveness of the process of inputting data on beneficiaries. This socialization process aims to provide a thorough understanding to the technical team of the procedures and operational standards in data entry, so that each implementer can input data accurately, structurally, and in accordance with applicable regulations. DTKS itself is a strategic program that is used as the basis for various types of social assistance, so the accuracy and speed of data entry greatly affects the success of aid distribution.

However, the implementation of this socialization still faces a number of challenges that affect its effectiveness. Although in general the socialization has been carried out quite well, some technical terms and guidelines for implementation in the field still cause confusion among implementers. This often happens because the material presented is sometimes less adapted to field conditions and practical needs, so technical teams often find it difficult when they have to apply the guidance provided in real situations, especially when facing technical problems such as unstable networks or errors in the input system.

In addition, one of the shortcomings found in this socialization is the lack of routine frequency and limited follow-up training. Socialization tends to be conducted only once at the beginning of the program or when there is a system update, with no regular follow-up. When technical implementers faced new obstacles or input errors, the solutions provided were often only written guidelines or brief directions without in-depth explanations, so many obstacles that could have been resolved more quickly actually hampered the overall data input process.

In the long term, to improve the effectiveness of this socialization, a more comprehensive and sustainable approach is needed. One solution is to increase the frequency of socialization and provide regular technical training that can help implementers overcome specific problems they face in the field. In addition, regular evaluations can also be a means to get feedback from the technical team on the constraints they experience, so that the Social Affairs Office can continue to improve socialization and training methods. Ongoing technical

support, such as a hotline or specialized assistance team, will also be very helpful for implementers to deal with technical problems directly, so that the data entry process runs more smoothly and efficiently.

In the implementation of the Integrated Social Welfare Data Management (DTKS) program in the Social Empowerment and Poor Handling Division of the Tomohon City Social Service, there are a number of problems that arise in the sub-focus of Program Socialization to technical implementers, especially related to the process of inputting data on beneficiaries. Although socialization had been conducted with the aim of providing in-depth understanding to the technical team, the implementation still encountered several obstacles that hampered the effectiveness of data entry. One of the main problems is that socialization is not carried out routinely and in-depth, so when there are changes in procedures or system updates, implementers often find it difficult to adjust to the new provisions.

Another problem is related to the lack of deepening of technical material in the socialization, especially on the practical aspects needed by implementers in the field. Many technical terms and steps in the system may not be fully understood by most of the team, especially for those who are new or unfamiliar with digital technology. As a result, when facing technical problems such as input errors, unstable networks, or slow systems, implementers often feel unprepared and do not have enough in-depth guidance to solve the problem.

In addition, the solutions provided when problems arose in data entry tended to be only brief directions or written guidelines, without direct training or intensive support. This led to implementers having to learn on their own to deal with some problems that could have been anticipated if training or socialization had been more in-depth and thorough. The lack of practice-based socialization sessions and the lack of further technical support caused many implementers to feel less confident in carrying out data entry tasks optimally.

Overall, the issues in the Program Socialization sub-focus indicate that there is a need for improvement in the frequency, depth of material, and quality of follow-up of program socialization. More comprehensive socialization followed by regular trainings, especially those that focus on hands-on practice, will greatly assist the technical team in overcoming challenges in the field. More responsive technical support based on field needs should also be provided to ensure that the data entry process runs smoothly and accurately, and to strengthen the effectiveness of the DTKS management program in Tomohon City.

In the implementation of the Integrated Social Welfare Data Management (DTKS) program in the Social Empowerment and Poor Handling Division at the Tomohon City Social Service, a number of obstacles were found in the sub-focus of Program Socialization to technical implementers. This finding illustrates the significant challenges faced in ensuring that the information and understanding obtained by technical implementers is in accordance with the needs in the field. Based on the research results, the main problems in this sub-focus included a lack of understanding of technical terms, network instability, lack of regular socialization and follow-up, and limited follow-up training. In this context, a review of theories and concepts related to program socialization and implementation effectiveness is relevant to illustrate these issues more thoroughly.

Edward III's research referred to in this study states that one of the factors determining the success of policy implementation is the clarity and consistency of communication within the bureaucratic structure (Langkai, 2020) [9]. Based on this theory, the clarity of socialization in conveying technical terms and procedures is very important. However, the results show that understanding technical terms is still an obstacle for most technical implementers in the Tomohon City Social Service. Technical implementers responsible for data entry often

experienced confusion in interpreting the technical terms used in the data management system, which resulted in inaccuracies and delays in the entry process. This indicates that the socialization conducted has not been able to deliver the material comprehensively and adapted to the background knowledge of technical implementers.

In addition, communication theory in bureaucracy also emphasizes the importance of supporting infrastructure, including network stability and technology (Natika, 2024) [10]. Network instability and other technical problems in the data management system are major obstacles in the implementation of the DTKS program at the Tomohon City Social Services Office. Based on the research findings, an unstable network often slows down the data entry process and results in errors that must be corrected repeatedly. This shows that improvements to network infrastructure and technical support are needed to support the effectiveness of the implementer team's work. The instability of the network shows that there is still a gap between the technical needs in the field and the resources provided, so that the data entry process is disrupted and less effective.

The lack of routine socialization and follow-up is also a significant problem in the implementation of this program. Based on policy theory, regular and structured socialization is important to maintain implementers' understanding of procedures and policy changes that may occur. However, the findings show that program socialization in the Tomohon City Social Service was not conducted regularly, so when there were changes in the system or data entry procedures, technical implementers often did not obtain the necessary information in a timely manner. This resulted in misalignment in program implementation and increased the potential for errors.

In addition to the lack of routine socialization, the solutions provided when obstacles arise in program implementation are also considered insufficiently in-depth. The research findings show that the solutions provided to technical implementers were only in the form of brief directions or written guidelines, without any further assistance. This is contrary to the principles of effective training theory, which emphasize the importance of a comprehensive and practice-based approach. A socialization approach that only relies on brief instructions does not support implementers in overcoming more complex problems in the field, so they often have to learn by themselves to solve the obstacles they face.

Limitations in advanced training also hamper efforts to improve the skills of technical implementers. According to human resource development theory, structured follow-up training can improve implementers' competence and readiness to face technical challenges in the field. However, in this case, the follow-up training provided to the technical team at the Tomohon City Social Service was limited to basic materials that were less relevant to field conditions. In fact, real case-based training that is relevant to the challenges in the field can have a greater impact on the readiness of the technical team to manage beneficiary data effectively.

This problem of limited training also has implications for the ability of implementers to deal with problems independently. Without adequate training, they tend to rely on the brief given at the initial socialization. This can lead to limitations in the creativity and initiative of technical implementers when facing problems that are not covered in the written guidelines. Moreover, in cases that require quick resolution, this limitation may lead to delays in data processing or even repeated errors.

Based on the entire review, it can be concluded that the obstacles faced in the sub-focus of Program Socialization to technical implementers in the Tomohon City Social Service require a more comprehensive approach. To improve the understanding and technical skills of implementers, more in-depth socialization and training that is more relevant to the challenges

in the field are needed. Technical support such as improved network stability, regular socialization, and assistance in dealing with specific obstacles in the field will be very helpful in improving the effectiveness of DTKS program implementation in Tomohon City.

In the context of implementing the Integrated Social Welfare Data Management (DTKS) program in the Social Empowerment and Poor Handling Division at the Tomohon City Social Service, socialization to technical implementers has a very important role in ensuring that the program runs according to its objectives. Referring to Joko Suyanto's theory in Suyanto (2010), Socialization can be interpreted as an interactive process that allows technical implementers not only to receive information, but also to understand how to think, feel, and act in accordance with the demands of the program [11]. Effective socialization will establish good social participation among technical implementers, which means that they are able to adopt the expected understanding and responsibilities for aid data management. However, research findings indicate that the current socialization process is less than optimal. For example, constraints in understanding technical terms and the lack of regular socialization indicate limitations in communication that have a direct impact on implementation effectiveness.

Communication Between Related Agencies DTKS Management Program

In the research on inter-agency communication in the Tomohon City Social Service, it was found that inter-agency coordination in the management of the Integrated Social Welfare Data (DTKS) is an important aspect in ensuring that beneficiary data is distributed appropriately. In the process of inputting beneficiary data in the Social Empowerment and Poverty Handling Division, effective communication is needed so that information can flow smoothly between the various service units involved. This inter-service communication aims to prevent misunderstandings and avoid data duplication, as well as ensure that the data inputted is accurate and up-to-date.

However, research shows that there are a number of barriers in inter-service communication that affect the smoothness of the data input process. One of the main problems is a mismatch in understanding between different parties regarding data management procedures. Each field office may have different perspectives and approaches to data management, so if communication does not run smoothly, there is the potential for unsynchronized program implementation. In addition, delays in information between agencies often cause delays in data entry, which results in untimely distribution of assistance to recipients in need.

In addition to barriers to understanding and delays in information, the technical aspects of communication are also a challenge. The Social Affairs Office has attempted to improve real-time data access through the use of an integrated digital platform, but not all parties have been able to utilize this system optimally. Some employees still find it difficult to operate the digital system, resulting in ineffective information being received or sent. The use of this technology should be able to increase efficiency, but if its use is not optimized, the communication system between agencies will still experience problems.

Although Tomohon City Social Services has made various efforts to overcome these communication barriers, such as increasing the frequency of coordination meetings and establishing specialized cross-service teams, challenges in maintaining consistency and speed of response still need to be overcome. To improve communication effectiveness, stronger synergy and shared understanding among all parties involved is required. A more integrated approach and periodic evaluation of the communication process between agencies could help improve the flow of coordination, so that the DTKS management program in Tomohon City

can run more efficiently and effectively in supporting the distribution of assistance to people in need.

Based on the research findings, problems in inter-service communication in the Tomohon City Social Service related to the management of Integrated Social Welfare Data (DTKS) led to several major obstacles that reflected a lack of integration and effectiveness in delivering information. Specifically, some of the problems found were delays in information dissemination, lack of involvement of related parties, slow response speed, and suboptimal use of digital platforms. In this context, the process of sanding, banding, and sparring with various interorganizational communication perspectives provided in-depth insights into how these problems can be overcome and why coordination between agencies is important for successful program implementation.

In the juxtaposition process (comparing with the ideal situation), the delay in information dissemination that occurred in the Tomohon City Social Service showed a gap between expectations and reality in inter-service communication. Ideally, information related to beneficiary data management should be distributed in real-time so that all parties can adjust their steps according to the latest information. However, in practice, information is often not distributed quickly due to long bureaucratic processes and inefficient communication channels. In addition, ideally, the involvement of related parties—such as those from other fields closely related to the program—would strengthen cross-sector synergy and understanding. This lack of involvement indicates both structural barriers and poorly established informal communication between the various units in the Social Affairs Office.

In the process of appeal (comparing with other situations or theories), organizational communication theory underlines that effective communication in government institutions requires a clear mechanism, including the existence of integrated communication media that can be accessed collectively by all relevant parties (Firdaus et al., 2021) [12]. In some other areas that implement similar programs, digital platforms are often used as the main medium to accelerate the flow of information. However, in Tomohon City Social Services, the effectiveness of the digital platform has not been maximized, so there are still employees who experience difficulties in accessing or using the system. This also affects the speed of response when quick adjustments to new data or information are required, especially in urgent situations. With a slow response speed, program implementation becomes less efficient because information does not immediately reach all those who need it.

At the match stage (assessing challenges or alternative solutions), the improvement efforts that have been made by the Tomohon City Social Service, such as increasing the frequency of coordination meetings and the use of digital platforms, should be appreciated, but still need to be adjusted to the existing problems. Providing intensive training on the use of digital platforms for employees could be a short-term solution to the problem of effective use of the technology. Meanwhile, to deal with information delays and slow response speed, the role of special cross-service teams needs to be further optimized so that they can proactively deal with issues that arise in the field. Increasing the involvement of related parties is also a strategic solution, because by involving more competent parties in the data entry and management process, coordination is expected to run more smoothly and effectively.

Overall, through juxtaposing, comparing and contrasting, it can be seen that the inter-agency communication problems in the Social Affairs Office of Tomohon City require comprehensive measures to overcome the existing obstacles. Improvements in information dissemination mechanisms, optimizing the use of technology, and increasing the involvement

of related parties must be implemented consistently so that the DTKS program in Tomohon City can run more efficiently, responsively, and relevant to the needs of beneficiaries.

In the context of research findings related to inter-service communication problems in the Tomohon City Social Service in the implementation of the Integrated Social Welfare Data Management (DTKS) program, the theory of policy communication proposed by Edward III provides a very relevant perspective. Edward III in Setyawan et al. (2021) outlines that policy communication is an important process in conveying information from communicators (in this case policy makers) to communicators (policy implementers), so that implementers clearly understand their roles, responsibilities, and actions that must be taken to achieve policy objectives [13]. Inappropriate information delivery can result in policies not running as expected and reduce program effectiveness. In this case, communication between agencies is a key element to ensure that policy implementation can run optimally.

Program Implementer Resources

Program implementer resources are a key element in the successful implementation of the Integrated Social Welfare Data Management (DTKS) program, especially in the process of inputting data on beneficiaries in the Social Empowerment and Poor Handling Division of the Tomohon City Social Service. The presence of program implementers, such as technical staff and field officers, is very important to ensure that the data inputted is accurate and in accordance with the predetermined beneficiary criteria. However, human resource issues in the Tomohon City Social Service are often an obstacle, both in terms of quantity and quality of labor. The shortage of manpower has a direct impact on the division of workload, so that the task of inputting data becomes heavy and takes longer. This can affect the effectiveness and efficiency of the program, especially in achieving the target time for data collection.

On the other hand, the limited quality of implementers in terms of technical skills is also a problem. Many technical staff have not fully mastered the technology systems used in the data entry process, which has led to errors or delays in data input. Lack of understanding of technology and information systems can lead to errors that impact on the validity and accuracy of the data produced, potentially disrupting overall program implementation. The Social Affairs Office has tried to overcome this through the provision of training, but the training organized is still considered inadequate and focuses more on the basics. In fact, implementers in the field need more in-depth and practical training, so that they can overcome the challenges faced directly during the data input process.

In addition, the technical support and facilities provided to implementers were also less than optimal. Many implementers experience problems when technical problems occur with the devices they use, while access to technical assistance or solutions is not always available quickly. This limited access to devices and technical support often resulted in the obstruction of data input processes that should have been running smoothly. This emphasizes the importance of improving responsive technical support and providing adequate working tools, so that implementers can work effectively without being hampered by limited tools and technology.

Therefore, a long-term solution that can improve the quality of implementer resources in the DTKS program is to increase the number of technically qualified workers, provide advanced training that is more focused on the needs of the field, and strengthen technical support by providing adequate facilities. In this way, the Social Affairs Office of Tomohon City can ensure that the data entry process for beneficiaries is more efficient, so that the DTKS program can better achieve its goal of improving community welfare.

In the sub-focus of program implementer resources, there were a number of problems in the implementation of the Integrated Social Welfare Data Management (DTKS) program, especially in the process of inputting data on beneficiaries in the Social Empowerment and Poverty Management Division of the Tomohon City Social Service. One of the main problems is the limited number and quality of human resources. The shortage of manpower causes a heavy workload, making it difficult for implementers to complete data entry on time. This can lead to the data collected not being fully accurate or up to date, which in turn affects the validity of the program as a whole.

In addition, many implementers did not have sufficient technical skills in using the digital systems required for data entry. Most implementers were unfamiliar with information technology systems or complex digital tools, resulting in technical errors that slowed down the process. Although basic training was conducted, the training materials lacked depth and did not provide practical solutions that met the needs of implementers in the field. As a result, implementers felt less confident or even hesitant in carrying out their duties effectively.

Technical support is also a significant obstacle in the implementation of this program. Many implementers experienced technical problems, such as devices that were not functioning optimally or network connections that were often disrupted. Unfortunately, there is not always responsive technical assistance, so implementers are often hampered by technical issues that could have been resolved sooner. This creates a dependency on a limited technical team and impacts the efficiency of the DTKS program implementation.

Finally, the lack of regular evaluations of implementer performance is also an obstacle. Without a structured evaluation mechanism, it is difficult for the Social Affairs Office to provide feedback that can effectively improve implementer performance. The lack of regular evaluations also results in implementers not getting the opportunity to identify their weaknesses and develop the necessary skills. Therefore, to improve the implementation of the DTKS program, it is necessary to improve the recruitment and training of implementers, increase technical support, and develop a structured evaluation mechanism.

In discussing the issues related to program implementer resources in the implementation of the Integrated Social Welfare Data Management (DTKS) program at the Tomohon City Social Service, there are a number of findings that indicate major challenges. These issues include labor shortages, limited technical skills, inadequate training, and weak performance evaluation mechanisms. Each of these findings has a significant impact on the effectiveness of program implementation, and comparisons with literature and theory suggest that these conditions may hinder the achievement of overall program objectives.

Overall, the problems in the resources of DTKS program implementers in the Social Services Office of Tomohon City indicate the need for more serious attention in human resource management. More proactive policies in recruitment, training and evaluation could be an effective measure to improve the quality of program implementation.

In comparing previous research with the findings in the research subfocus on program implementer resources in the process of managing Integrated Social Welfare Data (DTKS) at the Tomohon City Social Service, there are some significant similarities and differences. Based on research of Lubis dan Zubaidah (2020) related to the effectiveness of the Family Hope Program in poverty reduction, some of the main obstacles that arise are limitations in data collection, the availability of stocks of goods, and the limited technical skills faced by implementers in the field [14]. This is in line with the findings in Kota Tomohon, where limited technical skills were also an obstacle in the process of inputting beneficiary data. In this case, the comparison shows that limited technical skills are a consistent problem in social welfare

programs, both in BPNT and DTKS, and this has an impact on the overall quality of program implementation.

Program Funding Source

Program implementer resources are a key element in the successful implementation of the Integrated Social Welfare Data Management (DTKS) program, especially in the process of inputting data on beneficiaries in the Social Empowerment and Poor Handling Division of the Tomohon City Social Service. The presence of program implementers, such as technical staff and field officers, is very important to ensure that the data inputted is accurate and in accordance with the predetermined beneficiary criteria. However, human resource issues in the Tomohon City Social Service are often an obstacle, both in terms of quantity and quality of labor. The shortage of manpower has a direct impact on the division of workload, so that the task of inputting data becomes heavy and takes longer. This can affect the effectiveness and efficiency of the program, especially in achieving the target time for data collection.

The source of program funds in the implementation of Integrated Social Welfare Data Management (DTKS) plays a very important role for the smooth and successful data entry of beneficiary data in the Social Empowerment and Poor Handling Division at the Tomohon City Social Service. This funding source not only includes the budget allocated by the local or central government to support social assistance programs, but also for the provision of facilities and infrastructure needed in data management. A sufficient budget will ensure support for the workforce involved, the necessary training, and the procurement of adequate technological devices to efficiently and accurately manage and process beneficiary data. Without sufficient funding, data entry processes that involve the use of digital platforms or specific hardware will be hampered, which can reduce the quality of services and the accuracy of data needed for aid distribution policies.

In addition, the funding allocation also covers operational costs associated with managing the data system and maintaining the supporting infrastructure. The implementation of this program requires careful budgeting to ensure that every stage in the data entry process can be carried out properly, including costs for system updates, hardware maintenance, and even the procurement of facilities that enable smooth communication between relevant agencies. Adequate funding sources will also allow the Social Affairs Office to be more flexible in conducting program evaluations and adjustments, as well as correcting existing shortcomings, such as those that occurred in some cases related to delays and technical problems. With sufficient funding allocated, implementers will be better prepared to face the challenges of processing data and running social assistance programs optimally.

However, constraints in the allocation of funds can also be a significant obstacle in the implementation of the DTKS program. If the available funds are insufficient or the disbursement process is hampered, then policy implementation can be hampered, which in turn will have an impact on the timeliness and efficiency of inputting data on beneficiaries. Therefore, it is important for program managers to have a transparent, accurate and efficient budget management system, and to optimize each available budget in order to support the smooth processing of beneficiary data. With the right funding support, this program can run more smoothly, provide maximum benefits to people in need, and improve overall social welfare.

In the implementation of the Integrated Social Welfare Data Management (DTKS) program at the Tomohon City Social Service, there are several problems related to funding sources that can affect the smoothness and success of the process of inputting data on

beneficiaries in the Social Empowerment and Poverty Management Division. One of the main problems that arose was the limited budget allocated to support this data management process. Without an adequate allocation of funds, the procurement of hardware and software needed to support data processing and inputting will be very limited. This results in unpreparedness in terms of infrastructure and technological tools needed to carry out the data entry process effectively and efficiently.

In addition, the lack of budget also affects the implementation of training for officers involved in the data management process. Adequate training is essential to ensure that implementers have sufficient technical skills in using the information systems used for beneficiary data processing. Without sufficient funding, the training conducted is often not optimal, and sometimes there is no follow-up training that can improve officers' ability to overcome technical problems that arise during the data entry process. This lack of skills can result in data entry errors or inaccurate information received, which in turn affects the quality of service to the community.

Another problem is related to the fund disbursement mechanism, which is often delayed or constrained by complicated administrative processes. When allocated funds are not disbursed on time, this will hamper the program implementation process. Late fund disbursement can also affect the motivation of implementers, as they cannot carry out their tasks optimally without adequate funding support. In addition, these delays can also disrupt the distribution of planned assistance to communities, thus exacerbating the uncertainty in the delivery of social assistance to needy recipients.

Overall, problems with funding sources can worsen the effectiveness of the DTKS program implementation. If the budget is not sufficient to support all aspects of data management, from infrastructure procurement to implementer training, then the main objective of the program, which is to improve social welfare through targeted assistance, will be difficult to achieve. Therefore, better budget planning, transparency in the allocation of funds, and strict supervision are needed so that every available budget can be used optimally and on target.

For a long-term solution, improving the disbursement mechanism is a top priority. According to Nugroho (2009), good management of funding sources requires integrated financial planning, including the development of strategies to optimally utilize a combination of own capital and borrowing sources [15]. In the context of the Social Affairs Office, this could mean improving the coordination process with the central government, developing a more effective fund reserve system, and establishing partnerships with external parties to support program sustainability. With these steps, the implementation of the beneficiary data management program can run more smoothly, stably, and according to the set targets.

When compared to the theory put forward by Edward III in Widodo (2010), which states that resources, especially human resources and budgets, are crucial in successful policy implementation. Delays in fund disbursement reflect the lack of timely budget allocation and poor fund management [16]. Edward III in Mubarok et al. (2020) emphasizes that if implementers do not have access to sufficient resources, the policy will not be effective [17]. In the context of DTKS, the delay in funding shows that budget constraints can interfere with the implementation of established policies, causing implementation to not run smoothly and as expected.

Overall, I see that the issue of limited budgetary resources in the implementation of the DTKS program in the Social Services Office of Tomohon City is closely related to the resource theory proposed by Edward III. Budget limitations hamper the quality of program implementation and reduce implementers' motivation to work optimally. Therefore, there needs

to be a more comprehensive solution in designing policies, such as preparing a more realistic budget and improving the quality of incentives for implementers. Effective policies depend not only on the availability of sufficient funds, but also on the willingness and ability of implementers to run the program with dedication, as well as adequate support to achieve it.

Bureaucratic Structure between Fields related to Program Implementation

The bureaucratic structure between fields in the implementation of the Integrated Social Welfare Data Management (DTKS) program plays an important role in ensuring that the process of inputting data on beneficiaries at the Tomohon City Social Service runs smoothly and according to procedures. In this case, there is a clear division of tasks and responsibilities between the fields involved, especially between the Social Empowerment Division and the Poor Handling Division. Each field has its own authority and role, where the Social Empowerment Division is responsible for managing data on social assistance recipients, while the Poverty Handling Division focuses more on identifying and verifying beneficiaries from underprivileged or threatened groups.

However, in practice, coordination between these areas is often an obstacle, especially when there are problems in terms of data entry that require collaboration between the two areas. The bureaucratic structure of the Tomohon City Social Service can affect the smooth communication and exchange of information between fields. When data entry of beneficiary data is not well coordinated, there can be overlapping data or even errors in data collection that result in difficulties in the distribution of assistance to those entitled to receive it. This limitation in terms of communication between fields can also slow down the process of data verification and making the right decisions in the distribution of aid.

To overcome this problem, it is important for the Social Affairs Office to strengthen the existing bureaucratic structure by clarifying communication channels between fields. Improved coordination and collaboration between the Social Empowerment Division and the Poverty Management Division can reduce potential errors in data entry and maximize program effectiveness. In addition, training related to data management systems and a shared understanding of applicable procedures and policies also need to be provided to all staff involved in program implementation. Thus, a more integrated and communicative bureaucratic structure can support the achievement of DTKS program objectives more effectively and efficiently.

There are several problems that arise in the sub-focus of the Inter-Sectoral Bureaucratic Structure related to the implementation of the Integrated Social Welfare Data Management (DTKS) program in the Tomohon City Social Service, especially in the process of inputting data on beneficiaries in the Social Empowerment Division and the Poor Handling Division. One of the main problems faced is the lack of effective coordination between these two fields. Although each field has clear duties and responsibilities, in its implementation, there are often delays in the exchange of information between the two fields. This causes the data inputted in the system to not always be accurate or well updated, which in turn can interfere with the process of distributing aid to people in need.

One factor that also hinders the implementation process is complicated bureaucratic procedures (Langkai, 2019) [18]. Based on the research findings, the procedure for inputting beneficiary data often involves several layers of confusing administration. This process requires the data to pass through many stages, which is not only time-consuming but also reduces the accuracy of determining beneficiaries. These complicated procedures slow down data entry and increase the workload of technical implementers who must comply with the various stages of

the bureaucracy. As a result, assistance that should have been immediately distributed to people in need is delayed, leading to community dissatisfaction with the services provided.

In addition, the issue of workload imbalance is also one of the factors affecting the effectiveness of this program implementation. In some cases, some staff or technical implementers faced very heavy workloads, while others were not sufficiently involved in the process. This imbalance led to an uneven distribution of labor and impacted the speed and quality of data entry. Technical implementers who are burdened by a high volume of work are less likely to perform their duties well, which in turn affects the quality of the data entered. This emphasizes the importance of planning and distributing tasks more fairly and equitably among technical implementers to achieve efficiency in data management.

Complicated and inefficient bureaucratic procedures further slow down the program management process. In the case of Tomohon City, inefficient procedures resulted in delays in implementing activities and an inability to adjust to the dynamics on the ground. This reinforces the stigma that bureaucracy is often inefficient and hampers productivity. Therefore, bureaucratic reforms to simplify procedures, such as the reduction of administrative steps or the use of digital technology, should be considered (Masengi et al., 2023) [19].

In the implementation of the Integrated Social Welfare Data Management (DTKS) program in Tomohon City, especially in the process of inputting data on beneficiaries in the Social Empowerment and Poverty Management Division of the Social Affairs Office, it appears that the bureaucratic structure between sectors is a significant challenge. The theory put forward by Ripley and Franklin on the characteristics of bureaucracy provides a relevant perspective in understanding the obstacles that arise in the implementation of this program. Bureaucracy is designed as an instrument to fulfill public needs and serves as the dominant institution in policy implementation, where each hierarchy has different interests. In this case, the Tomohon City Social Service as a public bureaucracy faced challenges in coordinating different interests between the areas involved. The complex structure of the bureaucracy and the diverse objectives of the different areas led to gaps in the implementation of tasks, which led to the ineffective data entry of beneficiary data.

Furthermore, Edward III in Sormin (2021) highlights aspects of the bureaucratic structure which includes the division of authority, relationships between organizational units, and the existence of Standard Operational Procedures (SOPs) and fragmentation [20]. SOPs are an internal demand for bureaucracy to create certainty in the implementation of tasks, resources, and time required. However, existing SOPs sometimes become obstacles in implementing new policies that require new work approaches or personnel with different competencies. In the context of Tomohon City Social Services, rigid SOPs can inhibit implementers' flexibility in adapting to the dynamic changes that often occur in social programs such as DTKS. This can be seen in how data entry mechanisms and procedures still have to follow established rules, even though conditions in the field may require adjustments.

In addition, complex bureaucratic structures often give rise to survival instincts between fields or individuals within the organization. This instinct causes fields or organizational units to be more concerned with their own interests, which ultimately hinders the collaboration that should occur. In Ripley and Franklin's theory in Firdaus dan Oktisari (2018), bureaucracy tends to maintain its existence and it is rare to find a dead bureaucracy [21]. In the implementation of DTKS, this tendency can be seen in how the sectors in the Social Affairs Office are more focused on their respective tasks without paying attention to the importance of integration between one sector and another. This lack of synergy has a negative

impact on the effectiveness of the program, as the DTKS program requires cross-sector collaboration to ensure that the data entered is accurate and on target.

In looking at the implementation of the Integrated Social Welfare Data Management (DTKS) program in the Tomohon City Social Service, an ideal researcher will highlight the importance of integrating theory and practice to produce effective solutions. Based on Edward III's theory on bureaucratic structure and resources, as well as Ripley and Franklin on bureaucratic characteristics, researchers can understand that aspects of bureaucracy such as human resources, budget, SOPs, and coordination between units are the main foundations that determine the success of program implementation. When this theory is applied to the reality faced in the Tomohon City Social Service, it is clear that the inefficiency of the bureaucratic structure is the main obstacle. The theory emphasizes the importance of sufficient resources and good coordination, which does not appear to have been fully achieved in the field, causing obstacles in the process of inputting data on beneficiaries.

D. Conclusion

Based on the results of the research and discussion that the researchers described above, the following conclusions can be drawn as follows:

- 1) The sub-focus of program socialization to technical implementers in the process of inputting data on beneficiaries in the Integrated Social Welfare Data Management program at the Tomohon City Social Service still faces a number of problems, including unclear understanding of technical terms, network instability and various other technical problems, as well as a lack of regular socialization and in-depth follow-up. In addition, the solutions provided were often not detailed enough to deal with problems in the field, and the limited follow-up training available slowed down implementers' understanding and technical ability to run the program optimally.
- 2) Communication between agencies in the Integrated Social Welfare Data Management (DTKS) program in the process of inputting data on beneficiaries at the Tomohon City Social Service still experiences various obstacles, such as delays in disseminating information, lack of involvement of related parties, slow response to problems, and ineffective use of digital platforms. These obstacles result in inefficiencies in program implementation, which in turn hinders efforts to achieve program objectives to optimally serve the community.
- 3) The implementation of the Integrated Social Welfare Data Management (DTKS) program in the Social Empowerment and Poverty Management Division of the Tomohon City Social Service faces significant constraints related to implementer resources, such as workforce shortages, limited technical skills, inadequate training, and weak performance evaluation mechanisms. These constraints reduce the effectiveness of inputting data on beneficiaries, which can impact on the accuracy and targeting of social assistance for people in need.
- 4) The implementation of the Integrated Social Welfare Data Management (DTKS) program in the Tomohon City Social Service experienced major constraints in the aspect of funding sources, which included delays in disbursement, disruptive budget revisions, and negative impacts that hampered the smooth implementation of the program. Short-term solutions applied so far have proven inadequate in overcoming these challenges, so improvements in budget management are needed to support effective and sustainable program implementation.
- 5) Lack of coordination in the process of inputting data on beneficiaries in the Social Empowerment Division and the Poor Handling Division. Although each field has clear

duties and responsibilities, in its implementation, there are often delays in exchanging information between the two fields. This causes the data inputted in the system to not always be accurate or well updated, which in turn can interfere with the process of distributing aid to people in need.

References

- [1] D. Purbaningrum and H. H. Adinugraha, "Transformasi Kebijakan Publik Menyiasati Ketidaktepatan Sasaran Bantuan Sosial Di Desa Pringsurat Untuk Kesejahteraan Masyarakat Yang Lebih Baik," *J. Pembang. dan Kebijak. Publik*, vol. 15, no. 2, pp. 31–44, 2024.
- [2] R. Dwiarto, "Inovasi Penyaluran Jaminan Sosial Tepat Sasaran Melalui Kebijakan Pengelolaan Anggaran Data Terpadu Kesejahteraan Sosial (DTKS) Dan Pemanfaatan Aplikasi" Cek Bansos", in *Prosiding Seminar Nasional Unimus*, 2023.
- [3] E. V. Manoppo and N. A. Laoh, "Strategi Pemanfaatan Data Terpadu Kesejahteraan Sosial (DTKS) Dalam Penyaluran Bantuan Sosial RS-RTLH Oleh Dinas Sosial Provinsi Sulawesi Utara," *J. Konstituen*, vol. 4, no. 1, pp. 25–39, 2022.
- [4] F. F. B. Sembiring and R. Nababan, "Data Terpadu Kesejahteraan Sosial Terhadap Bantuan Sosial Bagi Kesejahteraan Ekonomi Masyarakat Kelurahan Simpang Selayang Menurut Undang-Undang Nomor. 13 Tahun 2011," *Innov. J. Soc. Sci. Res.*, vol. 4, no. 5, pp. 6779–6790, 2024.
- [5] A. Y. Iqbal, "Implementasi Peraturan Menteri Sosial Nomor 5 Tahun 2019 Tentang Pengelolaan Data Terpadu Kesejahteraan Sosial Di Kota Padang Tahun 2022." Universitas Andalas, 2024.
- [6] S. B. Kairupan, M. Mandagi, J. Mantiri, and M. Rantung, "Performance of Village Government Apparatus in Public Service in Administration (Case Study in Taas Village, Tikala Subdistrict, Manado City)," in *Unima International Conference on Social Sciences and Humanities (UNICSSH 2022)*, Atlantis Press, 2023, pp. 1808–1816.
- [7] M. M. Mandagi, J. Mantiri, and S. B. Kairupan, "Implementation of Smart Governance in Realizing Tomohon Smart City," in *Iapa Proceedings Conference, 2020*, pp. 437–448. doi: <https://doi.org/10.30589/proceedings.2020.420>.
- [8] J. E. H. Mokat, G. H. Tumbel, and N. A. Onibala, "Archives Management System in the General Subdivision of the Regional Education Office of North Sulawesi Province," *Tech. Soc. Sci. J.*, vol. 49, pp. 147–152, 2023.
- [9] J. E. Langkai, *Kebijakan Publik*. Malang: Seribu Bintang, 2020.
- [10] L. Natika, "Transformasi Pelayanan Publik Di Era Digital: Menuju Pelayanan Masa Depan Yang Lebih Baik," *World Public Adm. J.*, vol. 6, no. 1, pp. 1–11, 2024.
- [11] J. Suyanto, "*Gender dan Sosialisasi*," Jakarta: Nobel Edumedia, 2010.
- [12] A. J. Firdaus, E. S. F. Siregar, T. Pratiwi, and D. Sahputra, "Peran Komunikasi Organisasi Dalam Pengembangan Organisasi," *Tabularasa J. Ilm. Magister Psikol.*, vol. 3, no. 2, pp. 134–140, 2021.
- [13] D. Setyawan, A. Priantono, and F. Firdausi, "George Edward III Model," *Publicio J. Ilm. Polit. Kebijak. dan Sos.*, vol. 3, no. 2, pp. 9–19, 2021, doi: <https://doi.org/10.51747/publicio.v3i2.774>.
- [14] E. F. Lubis and E. Zubaidah, "Efektivitas Program Keluarga Harapan Dalam Penanggulangan Kemiskinan," *Soc. J. Ilmu Adm. dan Sos.*, vol. 9, no. 2, pp. 88–99, 2020.
- [15] R. Nugroho, "*Teori Kebijakan Publik*," Yogyakarta: Media Presindo, 2009.
- [16] J. Widodo, *Analisis kebijakan publik*. Malang: Bayumedia, 2010.

- [17] S. Mubarak, S. Zauhar, E. Setyowati, and S. Suryadi, "Policy implementation analysis: exploration of george edward iii, marilee s grindle, and mazmanian and sabatier theories in the policy analysis triangle framework," *JPAS (Journal Public Adm. Stud.)*, vol. 5, no. 1, pp. 33–38, 2020.
- [18] J. E. Langkai, *Analisis Kebijakan Publik*. Seribu Bintang, 2019.
- [19] E. E. Masengi, E. M. C. Lumingkewas, and B. F. Supit, *Reformasi Administrasi Publik*. Purbalingga: Eureka Media Aksara, 2023.
- [20] R. D. Sormin, "The Effect of Communication, Resources, Disposition And Structure of Bureaucracy on Medical Participation of Men's Operations in City of Bandar Lampung (Study of George Edward III Policy Implementation Model)," *Int. J. Innov. Educ. Res.*, vol. 9, no. 7, pp. 323–338, 2021.
- [21] F. Firdaus and D. Oktisari, "Birokrasi dan Implementasi Program," *J. Ecoment Glob.*, vol. 3, no. 2, pp. 30–39, 2018.