

The effect of multisector integration communication on empowerment in rural areas

Asep Suryana¹, Dedi Rumawan Erlandia², Jenny Ratna Suminar³,
Iwan Koswara⁴, Priyo Subekti⁵

^{1,2,3,4,5}Faculty of Communication Science, Universitas Padjadjaran, Bandung, Indonesia

Submitted: 5 March 2024, Revised: 14 April 2024, Accepted: 16 April 2024, Published: 30 June 2024

ABSTRACT

Background: Empowering impoverished communities has been a long-standing endeavor. However, the persistent prevalence of poverty still affects approximately 25 million individuals (BPS, 2023). Nevertheless, the government continues its relentless efforts to minimize the presence of impoverished families. One of the strategies employed is the implementation of the Program Keluarga Harapan (PKH). PKH stands as a program that has effectively fulfilled its mission. Various research studies have been conducted to comprehend the processes, mechanisms, impacts, and societal implications. However, research exploring the cross-sectoral communication aspects, elaborating on the involvement of stakeholders and PKH implementers spanning multiple institutions, remains lacking. **Purpose:** This research aims to measure the level of influence of multi-sectoral integration communication on the performance of individual PKH implementers. **Methods:** The employed methodology is an explanatory survey. The surveyed population comprises civil servants engaged in PKH. The population size consists of 80 individuals. Probability sampling is utilized as the sampling technique, with a sample size of 44 respondents, determined using the Slovin method. Hypothesis testing employs Path Analysis. **Results:** The research findings indicate a significant influence of cross-sectoral communication factors, encompassing organizational member perceptions, organizational strategies, communication climate, media quality, information accessibility, information dissemination, information accuracy, and organizational culture, on the performance of individual PKH implementers. **Conclusion:** Organizational member performance emerges as a critical aspect for the success of PKH implementation. The research results demonstrate that this performance is influenced by several factors, including information accessibility, media quality, information accuracy, organizational communication climate, organizational culture, information dissemination, and organizational strategies in the execution of the PKH program. **Implications:** The success of PKH is contingent upon the performance of individual members from collaborating institutions. Enhancing the effectiveness and efficiency of individual performance factors can be achieved by synergizing with cross-sectoral communication components.

Keywords: Cross-Sectoral communication; family hope program; organizational member performance; impoverished families; empowerment

To cite this article (APA Style):

Suryana, A., Subekti, P., Erlandia, D. R., Ratnasuminar, J., & Koswara, I. (2024). The effect of multisector integration communication on empowerment in rural areas. *Jurnal Kajian Komunikasi*, 12(1), 18-31. <https://doi.org/10.24198/jkk.v12i1.53785>

Correspondence: Dr. Asep Suryana., M.Si, Universitas Padjadjaran, Jalan Raya Bandung Sumedang KM.21, Jatinangor, Sumedang, Jawa Barat. Email: a.suryana@unpad.ac.id

INTRODUCTION

Poverty in Indonesia is still relatively high. Data from the Central Bureau of Statistics shows that the poor population is 25.90 million people. Urban areas are 11.74 million people, and rural areas are 14.16 million people (BPS Indonesia, 2023). The average poor household in Indonesia has 4.71 household members. The average poverty line per household is Rp2.592.657/poor household/month (BPS Indonesia, 2023). Thus it appears that the Poverty Line is Rp550.458,-/capita/month with a composition of the Food Poverty Line of Rp408.522,- (74.21%) and the Non-Food Poverty Line of Rp141.936,- (25.79%).

Empowering the poor has been done for a long time. However, the shift is still around 25 million people. According to Khomaini (2020), poverty can be reduced and welfare can be improved, provided that it is handled systematically, integrated, and comprehensively, through the right programme plan. One of the successful community empowerment programmes is the Family Hope Programme (PKH) (Conditional Cash Transfer (CCT)). This programme began to be implemented in 2007, with the aim of reducing poverty, breaking the poverty chain, improving the quality of human resources, and seeking behavioural changes of Very Poor Households so that they have a high spirit in improving their welfare (Kementrian Sosial RI, 2023). The programme also provides social services to poor families by providing direct cash transfers related to certain conditions such as education and health (Delgado et al., 2018).

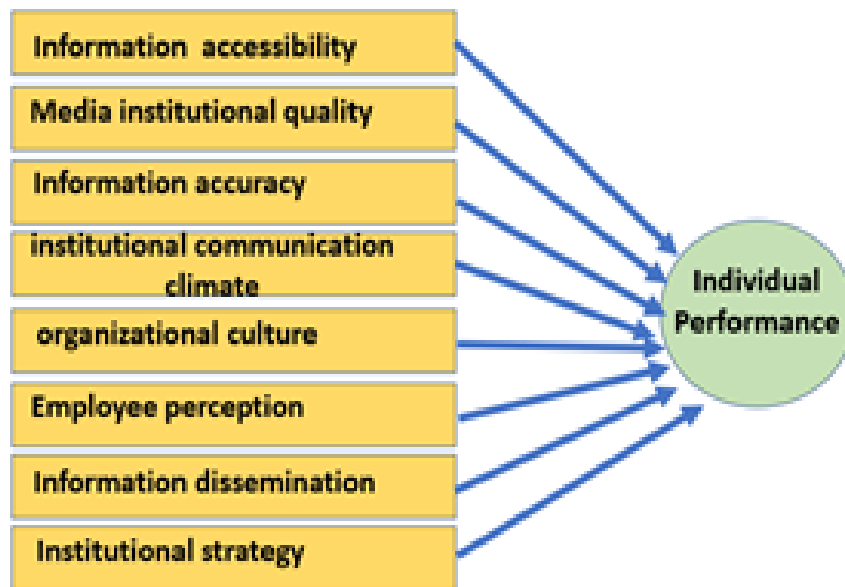
The trajectory of the Family Hope Program (PKH) beneficiaries has demonstrated a consistent upward trend over the years. Data disseminated by Kementrian Sosial RI (2023), elucidates the evolutionary landscape of the PKH initiative. Initially, in the year 2016, the program catered to 6 million families categorized under the poverty threshold, allocating a fiscal budget of IDR 10 trillion. The number of families receiving benefits increased in 2017 to 6.228.810 families with a budget allocation of Rp. 11.5 trillion. Furthermore, in 2018 the beneficiaries increased further to reach approximately 10.000.000 families, with a budget allocation

of Rp. 17.5 trillion. And this increase continues until 2019, which means that based on this data, the government program regarding program assistance for the welfare of underprivileged families reflects the government's commitment to improving the welfare of the community at large. The PKH program is implemented in collaboration between the Ministry of Social Affairs and related parties such as village governments, community organizations, RT and RW. This collaboration is needed so that the implementation of the PKH program can provide benefits to the community and is right on target (Adami et al., 2019).

The PKH program managed by the Ministry of Social Affairs has received support from various government agencies ranging from the Ministry of Home Affairs, the Ministry of Education, Culture, Research and Technology, the Ministry of Health, the Ministry of Communication and Information, and the Postal and Financial Institutions. Cooperation and collaboration between government agencies are very important because in addition to being able to overcome existing social problems, it can also provide a good image and reputation as well as trust in state institutions. This is in line with research conducted by Schruijer (2020) which shows that collaboration and cooperation between institutions can increase effectiveness and efficiency and influence every job done.

This fact is interesting to study and has relevance to the Theory of Inter-Organizational Relations (Pagell & Wu, 2009), which looks at the relationship between organizations and how each organization works together to achieve common goals. In this study, the theory of inter-organizational relations plays a role in seeing and understanding how organizations work together in various forms and seeing what factors can influence an organization to succeed or fail in achieving its goals (Bel et al., 2017). In addition, this theory can provide insight into how to increase the effectiveness of cooperation between organizations to achieve common goals more effectively and efficiently (Subekti et al., 2022).

Several previous studies have shown that there is a positive influence of the PKH program on the social welfare of the community such as health, education, poverty levels and social



Source: Research results 2023

Figure 1 Research hypothesis

inequality (Giang & Nguyen, 2017). This is reinforced by research conducted by (Borga & D'Ambrosio, 2021). which states that the PKH program can reduce poverty rates in various aspects. However, despite these positive impacts, there is still debate about whether the PKH scheme can be categorized as a poverty alleviation program or not (Delgado et al., 2018).

The success of PKH in reducing poverty rates in Indonesia is strengthened by research conducted by Debowicz & Golan (2014; Dimova & Wolff, 2008; Giang & Nguyen, 2017)) which describes the reality of cash assistance programs that have succeeded in reducing poverty, aiding educational attainment and improving the health status of beneficiaries.

Based on the research background, the problem formulation is: "How far is the influence of multi-sector Integration Communication on the performance of organisational members in Empowering the Poor in Rural Areas?"

The purpose of this study is to measure the effect of factors that shape cross-sectoral communication such as perceptions of organisational members, organisational strategies, communication climate, quality of media used, accessibility of information, information dissemination, accuracy of

information, and organisational culture on cross-sectoral performance in implementing PKH.

The research framework model is as follows Figure 1.

Hypothesis

Main Hypothesis

Hu: There is an effect of multi-sectoral integrated communication on the performance of organisational members in empowering the rural poor.

Sub-hypothesis

H1: There is an influence of the perception of members of the institution/department on cross-sectoral work in implementing the Family Hope Programme (PKH)

H2: There is an influence of institution/department strategies in cross-sectoral work in implementing the Family Hope Programme (PKH)

H3: There is an influence of the communication climate within the institution/department on the implementation of the Family Hope Programme (PKH)

H4: There is an influence of the quality of the media used in the institution/department in relation to the implementation of the Family Hope Programme.

H5: There is an effect of the accessibility of information within the institution/department on the implementation of the Family Hope Programme (PKH)

H6: There is an effect of information dissemination related to the implementation of the Family Hope Programme (PKH)

RESEARCH METHOD

The method used is an explanatory survey, which collects data through questionnaires, then explains the causal relationship between variables through hypothesis testing (Singarimbun & Effendi, 1989). The causal variable is multi-sector integration communication (X) as the independent variable, and the dependent variable is the performance of organisational members in community empowerment (Y).

The population is civil servants who handle PKH, in the Ministry of Social Affairs, Ministry of Education and Culture, Ministry of Health, Ministry of Communication and Information, PT Pos, Ministry of Home Affairs, PT Health Insurance in Bandung district. The population size was 80 people. The sampling technique was probability sampling (Singarimbun & Effendi, 1989). The sample size was 44 respondents, using the Slovin method.

The research instrument is based on the operationalisation of variables as follows. Multi-sector integration communication variable (X), consists of sub-variables: Member perceptions, relating to the way of looking at the implementation of PKH (X1), organisational strategy, in the form of an assessment of the implementation of PKH (X2), communication climate (X3), in the form of an assessment of organisational conditions when implementing PKH, media quality (X4) in the form of an assessment of whether or not the media is good at implementing PKH, information accessibility (X5), in the form of an assessment of the level of difficulty in accessing PKH information,

information dissemination (X6), which is an assessment of the range of PKH information, information accuracy (X7), namely the accuracy of PKH information, and organisational culture (X8), which is an assessment of organisational members about the values and patterns of the organisation in implementing PKH.

The variable performance of organisational members in community empowerment (Y), consists of indicators: Job Knowledge, which is the level of knowledge and understanding of job duties and responsibilities, regulations, procedures, technical expertise, and the development of organisational regulations; Work Quality concerns the level of work value of organisational members shown by high attention to the product, obeying work regulations and procedures, can make decisions related to work and take solutions. Productivity is the mental attitude of organisation members who are eager to improve improvements (Sedarmayanti, 2018). Adaptation and Flexibility concerns the level of adaptation and flexibility at work; Initiative; Problem Solving concerns the ability to initiate outside the routine; Cooperative relates to the level of willingness of organisation members to cooperate with others in carrying out their job duties; Communication skills are the level of ability to communicate and convey ideas in writing and orally well; Development of subordinates is the level of ability to motivate and develop the abilities of organisational members; Responsibility is the willingness to involve themselves in work to achieve organisational goals; Leadership, measuring the level of ability to motivate and influence others to achieve goals.

Validity testing with Item Total Correlation technique (Ridwan & Kuncoro, 2008). Reliability was tested with the Two-Sided Technique. Hypothesis testing with Path Analysis Test (Sarwono, 2007; Supranto, 2004).

RESULTS AND DISCUSSION

In this study, male respondents accounted for 68.18 % and female 31.82 %. Age in the interval of 35-39 years was 27.27 %, the largest number, followed by age 40 - 44 years and 45 - 49 years, 18.18 %.

Table 1. Hypothesis 1 Testing Data. The influence of members' perceptions within the institution on the performance of organizational members in implementing the Family Hope Program (PKH)

Model	Sum of Squares	df	Mean Square	F	t	r	R2	Sign.
Regression	20348.305	1	20348.305	21.300	.000a	.580	.336	.000
Residual	40124.127	42	955.336					
Total	60472.432	43						

Source: research results 2023

The distribution of formal education of the respondents, most of whom were college graduates, either diploma, bachelor, or master, reached 72.73%. High school graduates/equivalent, only 27.27 per cent. The distribution of respondents' marital status was 90.91 per cent married and 9.09 per cent unmarried. The income of the respondents was in the interval of 1 - 3 million in each month. But there are also those who earn between 4-6 million and 7-9 million, with a percentage of 34.09 and 9.09%.

Education and training that respondents have attended, the largest percentage is in the form of HR development, 54.45%. Length of service, 34.09 per cent, was in the 9-12 year interval. The distribution of respondents in the length of time managing PKH, 50% between 3-4 years.

The facilitator's ability factor was the aspect that was most mentioned by respondents, 29.55 per cent. Human resources and community awareness accounted for the second largest percentage, at 22.73 per cent. Management and socialisation are the next aspects that support the success of PKH.

The categorisation results of the multi-sectoral integration communication variable, 65.9%, were in the high category. Only 11.4 per cent were in the low category. Overall, the performance of organisational members showed a high category of 59.1%. This situation indicates that respondents have realised and assessed that the aspects needed to run PKH are available in each of their institutions, and play a role in the successful implementation of PKH.

The results of testing with the Pearson Correlation Test showed a significant correlation for each sub-variable of multisector integration

communication with the performance variable of organisational members in implementing the Family Hope Program (PKH).

The overall hypothesis is in accordance with the proposed structure:

H1: There is an effect of multi-sector integration communication on the performance of organisational members in empowering the rural poor.

Individual Test Results (Partial)

The effect of perceptions of institutional members on the performance of organisational members in implementing PKH

H1: There is an effect of perceptions of institutional/departmental members on the performance of organisational members in implementing PKH

The statistical hypothesis is formulated as follows (Table 1)

Ho: $\rho_{yx1} = 0$

H1: $\rho_{yx1} > 0$

Based on the ANOVA test results, the F value is 21.30 with a probability value (Sig.) = 0.000. In accordance with the provisions, if the Sig value < 0.05 , then the decision is Ho is rejected and H1 is accepted. Therefore, it can be concluded that there is a significant influence of the perception of members of the institution/department on the performance of members of the organisation in implementing PKH.

The coefficient of determination $R^2_{yx1} = 0.336$, or 33.6%, which means that the magnitude of the influence of employee perceptions, partially on the performance of organisational members in implementing PKH is 33.6%.

Tabel 2. Hypothesis 2 Testing Data: The influence of institutional strategies on the performance of organizational members in implementing the Family Hope Program (PKH)

Model	Sum of Squares	df	Mean Square	F	t	r	R2	Sign.
Regression	10294.316	1	10294.316	8.617	1.045	.413a	.170	.005a
Residual	50178.116	42	1194.717					
Total	60472.432	43						

Source: Research results, 2023

The effect of institutional strategy on the performance of organisational members in implementing PKH.

H1: There is an influence of institutional/departmental strategies on the performance of organisational members in implementing PKH

The statistical hypothesis is formulated as follows (Table 2)

Ho: $\rho_{yx2} = 0$

H1: $\rho_{yx2} > 0$

Based on the ANOVA test results, the F value is 8.167 with a probability value (Sig.) = 0.005. In accordance with the provisions, if the Sig value <0.05, then the decision is Ho is rejected and H1 is accepted. Therefore, it can be concluded that there is a significant influence of the agency/department strategy on the performance of organisational members in implementing PKH.

The coefficient of determination $R^2_{yx1} = 0.17$, or 17%, which means that the influence of the institution's strategy, partially on the performance of organisational members in

implementing PKH is 17%.

The effect of the communication climate within the institution on the performance of organisation members in implementing PKH

H1: There is an influence of the communication climate within the institution on the performance of organisation members in implementing PKH.

The statistical hypothesis is formulated as follows (Table 3).

Ho: $\rho_{yx3} = 0$

H1: $\rho_{yx3} > 0$

Referring to the ANOVA test results, the F value is 98.421 with a probability value (Sig.) = 0.000. In accordance with the provisions, if the Sig value <0.05, then the decision is Ho rejected and H1 accepted. Therefore, it can be concluded that there is a significant influence of the communication climate within the institution/department on the performance of organisational members in implementing PKH.

The coefficient of determination R^2_{yx1}

Tabel 3. Hypothesis 3 Testing Data: The influence of communication climate within the institution on the performance of organizational members in implementing the Family Hope Program (PKH)

Model	Sum of Squares	df	Mean Square	F	t	r	R2	Sign.
Regression	42385.077	1	42385.077	98.421	9.921	.837a	.701	.000a
Residual	18087.355	42	430.651					
Total	60472.432	43						

Source: Research results, 2023

Tabel 4. Hypothesis 4 Testing Data: The influence of media quality used within the institution on the performance of organizational members in implementing the Family Hope Program (PKH)

Model	Sum of Squares	df	Mean Square	F	t	r	R2	Sign.
Regression	45798.325	1	45798.325	131.083	11.449	.870a	.757	.000a
Residual	14674.107	42	349.383					
Total	60472.432	43						

Source: Research results, 2023

=0.701, or 70.1%, which means that the magnitude of the influence of institutional strategy, partially on the performance of organisational members in the implementation of PKH. is 70.1%.

The effect of the quality of the media used in the institution on the performance of organisational members in implementing PKH

H1: There is an influence of the quality of media used in the institution/department on the performance of organisational members in implementing PKH.

The statistical hypothesis is formulated as follows (Table 4).

Ho: $\rho_{yx4} = 0$

H1: $\rho_{yx4} > 0$

Based on the ANOVA test results, the F value is 131.083 with a probability value (Sig.) = 0.000. In accordance with the provisions, if the Sig value <0.05, then the decision is Ho is rejected and H1 is accepted. Therefore, it can be concluded that there is a significant influence of

the quality of institutional/departmental media on the performance of organisational members in implementing PKH.

The coefficient of determination $R^2_{yx1} = 0.757$, or 75.7%, which means that the magnitude of the influence of media quality, partially on the performance of organisational members in implementing PKH. is 75.7%.

The effect of information accessibility on the performance of organisation members in implementing PKH

H1: There is an effect of information accessibility on the performance of organisational members in PKH

The statistical hypothesis is formulated as follows (Table 5).

Ho: $\rho_{yx5} = 0$

H1: $\rho_{yx5} > 0$

The ANOVA test results show that the F value is 166.443 with a probability value (Sig.) = 0.000. In accordance with the provisions, if the Sig value <0.05, then the decision is Ho is rejected and H1 is accepted. Therefore, it can

Tabel 5. Hypothesis 5 Testing Data: The influence of information accessibility on the performance of organizational members in implementing the Family Hope Program (PKH)

Model	Sum of Squares	df	Mean Square	F	t	r	R2	Sign.
Regression	48287.628	1	48287.628	166.43	12.901	.894a	.799	.000a
Residual	12184.804	42	290.114					
Total	60472.432	43						

Source: Research results, 2023

Tabel 6. Hypothesis 6 Testing Data: The influence of information dissemination on the performance of organizational members in implementing the Family Hope Program (PKH)

Model	Sum of Squares	df	Mean Square	F	t	r	R2	Sign.
Regression	33792.096	1	33792.096	53.195	7.294	.748a	.559	.000a
Residual	26680.336	42	635.246					
Total	60472.432	43						

Source: Research results, 2023

be concluded that there is a significant effect of information accessibility on the performance of organisation members in implementing PKH.

The coefficient of determination $R^2_{yx1} = 0.799$, or 79.9%, which means that the magnitude of the influence of information accessibility, partially on the performance of organisational members in implementing PKH is 79.9%.

The effect of information dissemination on the performance of organisation members in implementing PKH

H1: There is an effect of information dissemination on the performance of organisational members in implementing the Family Hope Program (PKH).

The statistical hypothesis is formulated as follows (Table 6).

Ho: $\rho_{yx6} = 0$

H1: $\rho_{yx6} > 0$

Based on the ANOVA test, it is known that the F value is 53,195 with a probability value (Sig.) = 0.000. In accordance with the provisions, if the Sig value < 0.05 , then the decision is Ho is rejected and H1 is accepted. Therefore, it can be concluded that there is a significant effect of information dissemination on the performance of organisation members in implementing PKH.

The coefficient of determination $R^2_{yx1} = 0.559$, or 55.9%, which means that the magnitude of the influence of information dissemination, partially on the performance of organisational members in implementing PKH is 79.9%.

The results showed that the performance of

organisational members in the implementation of PKH was influenced by the sub-variables of multisectoral integration communication, namely: employee perceptions, institutional strategy, institutional communication climate, quality of institutional media used, accessibility of information, dissemination of information within the institution, accuracy of information, and organisational culture. This situation indicates that the high and low performance of organisational members in the implementation of PKH can be explained by the factors of employee perception, institutional strategy, institutional communication climate, quality of institutional media used, information accessibility, information dissemination within the institution, information accuracy, and organisational culture (Subekti et al., 2020).

The individual and organisational performance of PKH program implementers is influenced by many factors. Den Hartog et al. (2004) suggest that the process of measuring and managing organisational and employee performance is an important part of improving organisational effectiveness. The performance levels of both employees and organisations greatly contribute to the overall success of the organisation.

When the implementation of Performance Management and Development can be managed well, it will help create a work environment where employees are motivated to give their best, improve organisational culture, and attract and retain individuals who contribute to organisational success (Letsoalo & Lassalle, 2007).

In achieving good performance, organisations need to optimise the use of their

resources to deliver quality services or products in a timely and efficient manner. The process of reviewing progress, feedback, corrective action, and rewarding performance is an important part of this endeavour (Boxall et al., 2007).

The accessibility of information is the factor that has the most influence on the performance of organisational members managing PKH. Cross-sectoral communication really requires easy access to information related to the PKH program. Today's organizational sustainability is progressively reliant on the socialization process, characterized by interactions among employees that are enhanced by contemporary technology, facilitating more dynamic and transparent communication (Correia et al., 2014). Moreover, the sharing of knowledge within the organization is found to substantially impact employee performance (Gagne, 2014).

As stated by Sheth & Sisodia (2011), accessibility denotes the ease with which customers can secure and utilize products, incorporating two principal dimensions: Firstly, availability, which hinges on variables like the ratio of supply to demand, the level of product stockpiling, and the existence of ancillary products and services. Secondly, convenience, which is characterized by the requisite time and effort to procure the product, the facility of locating the product across diverse locales, and the provision of packaging in sizes that accommodate convenience.

Companies that utilise all available information, rather than just a subset of data, have a competitive advantage as this helps companies gain a deeper understanding and make better decisions.

Knowledge sharing has a very important role in helping organisations achieve competitive advantage (Donate & Guadamillas, 2011). Organisations that are able to leverage their collective knowledge have a higher chance of increasing innovation, efficiency and effectiveness in the market environment (Levin & Cross, 2004; Singh et al., 2019).

However, it cannot be denied that the ease of access to information cannot be separated from the quality of the media in the organisation. Similarly, the accuracy of information received by all members of the organisation has implications for individual and organisational

performance. Various studies have corroborated the important role of relationships between individuals in information transfer (Bakshy et al., 2012; Levin & Cross, 2004; Wei et al., 2014).

Organisational Communication Climate also contributes to individual and organisational performance. Organisational Communication Climate is a collection of perceptions of organisational members about what happens in the organisation where they work (Brawley Newlin & Pury, 2020). Organisational Communication Climate is a combination of perceptions from macro-evaluations of communication activities, human behaviour, employee responses to other employees, expectations, conflicts between individuals, and growth opportunities within the organisation.

Organisational communication climate is very important because it can affect the lifestyle of its members, who to talk to, who to like, how to work, how to develop, what to achieve, and how to adapt. When operating the wheels of the organisation, the organisation's human resources will interact with each other within the organisation and with inter-organisational parts, harmony in communication between people within the organisation or institution is necessary for organisational communication to run effectively and efficiently to achieve organisational goals (Maamari & Majdalani, 2017; Richard M. Steers & Thomas W. Lee, 1983; Richards, 2018).

The climate of communication within an organization is intricately linked to its cultural backdrop. The culture established at the inception of an organization plays a pivotal role in shaping its communicative environment. The systems in place within an organization can mold its climate, influencing norms, and disciplinary practices. Moreover, aspects such as language, behavioral norms, and even attire contribute to the organization's climate, serving as visible markers of its unique identity and differentiating it from other entities (Alzahrani et al., 2019; Azim et al., 2019).

Throughout their tenure, every member of an organization will assimilate and adjust to the values prevalent in their workplace. The culture within an organization acts as a foundational framework that is absorbed and enacted by each

member across various organizational activities. The unique culture present within each organization gives rise to distinct organizational climates, differentiating one organization from another (Ali et al., 2019; Brandis et al., 2017; Chung et al., 2017).

The significance of organizational cultural values lies in their capacity to enhance employee motivation, thereby boosting performance. Organizations that are anchored in robust philosophical and core values, both internally and externally, demonstrate a direct correlation between organizational culture and elevated performance levels via motivational pathways. Improved employee performance, a key catalyst for organizational operations, is likewise observed when employee performance excels. Several factors contribute to the performance of employees, among which organizational culture stands out (Cadden et al., 2020; Kim, 2018; Markovic et al., 2021; Navío-marco et al., 2021).

Organizational culture plays a crucial role in aligning every employee's actions with the organization's values, beliefs, and expected behaviors. From this perspective, it is clear that the performance of employees is critical, given that a decrease in performance, whether at the individual or group level, can significantly impact the organization's overall functioning.

Organizational culture has a significant and profound effect on employee performance, and contributes to employee satisfaction and ultimately can increase work productivity Habib et al. (2014) besides that organizational culture also has a significant effect on employee performance.

Corporate culture is an important factor that should not be forgotten because it has a strong positive effect on employee performance, in this case faculty members, this view is in line with research conducted by Cuong & Swierczek (2008) and also by Keyton (2005) and Tohidi & Jabbari (2012), who concluded the same thing. Furthermore, Mohammad Awadh & Saad (2013) stated that organizational values and norms are fundamental in developing strategies and tactics in improving employee work levels. This means that in this context a leader must be able to play a role in utilizing organizational culture in advancing the company and improving

employee performance.

Cifalinò et al. (2023) elucidate that there is a positive correlation between the recognition of goal significance and the awareness of information on individual performance. They further illustrate that this relationship is positively influenced by the perceived ease of access to information. Additionally, it is highlighted that the understanding of individual performance information serves as a complete mediator in the connection between the acknowledgment of goal importance and the attainment of individual-level performance objectives.

Information dissemination also affects individual and organisational performance. The importance of information flow is key to achieving success and optimal performance in an organisation (Durugbo, 2014). Presenting relevant information and data to staff will guide current organisational practices, priorities, and help analyse results to determine success and general trends. Information dissemination involves hard work, timely delivery, and the ability to keep everything in proper perspective (Blummer & Kenton, 2014; Durugbo, 2014).

The organisation's strategy in running the PKH program also affects individual and organisational performance. Findings from studies (Boxall et al., 2007; Michel et al., 2018; Sedarmayanti, 2018), that investigated otherwise concluded that human resource strategies in organisations have a positive effect on employees and prevent conflicts within the organisation. strategic management has a positive effect on employee performance (Che et al., 2019; Effendi, 2012).

CONCLUSION

Organisational member performance is an important factor in the implementation of PKH. The results show that performance is influenced by several factors, including information accessibility, media quality, information accuracy, organisational communication climate, organisational culture, information dissemination, and organisational strategy in the implementation of PKH. The common thread that can be drawn is that information

accessibility affects the performance of organizational members in PKH. The better the access to information, the better the performance of organizational members in PKH. Therefore, access to information must be a major concern to improve the performance of members in an organization.

The quality of the media used also affects the performance of organisational members in PKH. The quality of the media used in PKH needs to be considered to improve the performance of organisational members. The accuracy of information disseminated in PKH also affects the performance of organisational members. The higher the accuracy of information, the better the performance of organisational members. Therefore, the accuracy of information needs to be improved to develop the performance of organisational members.

The communication climate in the organisation affects members' performance in implementing PKH. The more conducive the communication climate, the better the performance of organisational members. Therefore, the organisational communication climate needs to be improved. Organisational culture also affects the performance of members in implementing PKH. The better the organisational culture, the better the performance of organisational members.

Therefore, organisational culture is improved. Perceptions of organisational members affect performance in implementing PKH. To improve the performance of organisational members, the perceptions of organisational members need to be considered. Information dissemination in PKH activities affects the performance of organisational members. Therefore, information dissemination, both within the institution and in the community, plays a role in improving the performance of organisational members.

Organisational strategy affects the performance of organisational members in the implementation of PKH. The better the organisational strategy, the higher the performance of organisational members. Therefore, organisational strategy plays an important role in implementing PKH.

PKH involves various sectors and requires contributions from various sectors

and institutions. The success of PKH is related to the performance of organisational members in related agencies. Therefore, the development of PKH needs to consider cross-sectoral communication. The performance of organisational members in PKH is related to knowledge, quality of work, productivity, adaptation, initiative, cooperation, responsibility, communication skills, management/leadership, and subordinate development. Attention to these aspects is needed to improve the effectiveness and efficiency of organisational member performance.

The limitation of this study is the need for further development in the exploration of communication variables related to multisectoral integration. The research can also be extended to interpersonal, group, intercultural, and global communication contexts. A more complete methodology and analysis could also be used. In practice, efforts to improve the training of PKH facilitators can improve the performance of organisational members who handle PKH. From a policy perspective, the PKH program can be improved and further developed to empower the community effectively and efficiently.

Author Contributions: Conceptualization, A.S., J.R.S., I.K., D.R.E.; methodology, A.S., J.R.S., I.K., D.R.E.; software, D.R.S.; validation, A.S., J.R.S.; formal analysis, I.K., D.R.S.; investigation, J.R.S.; resources, I.K., D.R.S.; data curation, A.S., J.R.S.; writing—original draft preparation, A.S., J.R.S., I.K.; writing—review and editing, A.S., J.R.S., I.K.; visualization, D.R.S.; supervision, J.R.S.; project administration, D.R.S., D.R.P.M.; funding acquisition, D.R.S., D.R.P.M. All authors have read and agreed to the published version of the manuscript.

Acknowledgments: The authors are grateful for the reviewer's valuable comments that improved the manuscript.

Data Availability Statement: All data generated or analysed during this study are included in this published article

Conflicts of Interest: Authors state no conflict of interest

Funding: Authors state no funding involved

REFERENCES

- Adami, V. S., Verschoore, J. R., & Antunes Junior, J. A. V. (2019). Effect of relational characteristics on management of wind farm interorganizational construction projects. *Journal of Construction Engineering and Management*, 145(3). [https://doi.org/10.1061/\(asce\)co.1943-7862.0001619](https://doi.org/10.1061/(asce)co.1943-7862.0001619)
- Ali, A., Kelley, D. J., & Levie, J. (2019). Market-driven entrepreneurship and institutions. *Journal of Business Research*, 1–12. <https://doi.org/10.1016/j.jbusres.2019.03.010>
- Alzahrani, M., Alharbi, M., & Alodwani, A. (2019). The effect of social-emotional competence on children academic achievement and behavioral development. *International Education Studies*, 12(12), 141. <https://doi.org/10.5539/ies.v12n12p141>
- Azim, M. T., Fan, L., Uddin, M. A., Abdul Kader Jilani, M. M., & Begum, S. (2019). Linking transformational leadership with employees' engagement in the creative process. *Management Research Review*, 42(7), 837–858. <https://doi.org/10.1108/MRR-08-2018-0286>
- Bakshy, E., Rosenn, I., Marlow, C., & Adamic, L. (2012). *The role of social networks in information diffusion*. <http://arxiv.org/abs/1201.4145>
- Bel, B. R., Smirnov, V., & Wait, A. (2017). Managing change: Communication, managerial style and change in organizations. *Economic Modelling*, September, 0–1. <https://doi.org/10.1016/j.econmod.2017.09.001>
- Blummer, B., & Kenton, J. M. (2014). Education graduate students' information-seeking skills. *Improving Student Information Search*, 55–64. <https://doi.org/10.1533/9781780634623.55>
- Boxall, P. F., Purcell, J., & Wright, P. M. (2007). *The Oxford handbook of human resource management*. Oxford University Press.
- BPS Indonesia. (2023). *Statistik Indonesia 2023* (1st ed., Vol. 1).
- Brandis, S., Rice, J., & Schleimer, S. (2017). Dynamic workplace interactions for improving patient safety climate. *Journal of Health Organization and Management*, 31(1), 38–53. <https://doi.org/10.1108/JHOM-09-2016-0185>
- Cadden, T., Millar, K., Treacy, R., & Humphreys, P. (2020). The mediating influence of organisational cultural practices in successful lean management implementation. *International Journal of Production Economics*, 229. <https://doi.org/10.1016/j.ijpe.2020.107744>
- Che, R., Zulkifli, M., & Omar, C. (2019). The Effect of strategic management, organizational commitment and organizational culture on employees' work achievement in higher education Muhammadiyah Indonesia. *Jurnal Pendidikan*, 7(1).
- Chung, E. K., Jung, Y., & Sohn, Y. W. (2017). A moderated mediation model of job stress, job satisfaction, and turnover intention for airport security screeners. *Journal Safety Science*, 98, 89–97. <https://doi.org/10.1016/j.ssci.2017.06.005>
- Cifalinò, A., Mascia, D., Morandin, G., & Vendramini, E. (2023). Perceived goal importance, knowledge and accessibility of performance information: Testing mediation and moderation effects on medical professionals' achievement of performance targets. *Financial Accountability and Management*, 39(1), 81–102. <https://doi.org/10.1111/faam.12292>
- Correia, P. A. P., Medina, I. G., Romo, Z. F. G., & Contreras-Espinosa, R. S. (2014). The importance of Facebook as an online social networking tool for companies. *International Journal of Accounting and Information Management*, 22(4), 295–320. <https://doi.org/10.1108/IJAIM-08-2013-0050>
- Cuong, D., & Swierczek, F. (2008). Corporate culture, leadership competencies, job satisfaction, job commitment, and job performance: A comparison of companies in Vietnam and Thailand. *The Journal of American Academy of Business Cambridge*, 13(1), 59–165.
- Debowicz, D., & Golan, J. (2014). The impact

- of oportunidades on human capital and income distribution in Mexico: A top-down/bottom-up approach. *Journal of Policy Modeling*, 36(1), 24–42. <https://doi.org/10.1016/j.jpolmod.2013.10.014>
- Delgado, O. A. S., Kadelbach, V., & Mata, L. M. (2018). Effects of conditional cash transfers (CCT) in anti-poverty programs. An empirical approach with panel data for the Mexican case of prospera-oportunidades (2002-2012). In *Economies*, 6(2). . <https://doi.org/10.3390/economies6020029>
- Den Hartog, D. N., Boselie, P., & Paauwe, J. (2004). Performance Management: A Model and Research Agenda. In *Applied Psychology: An International Review*, 53(4).
- Dimova, R., & Wolff, F. C. (2008). Are private transfers poverty and inequality reducing? Household level evidence from Bulgaria. *Journal of Comparative Economics*, 36(4), 584–598. <https://doi.org/10.1016/j.jce.2008.05.002>
- Donate, M. J., & Guadamillas, F. (2011). Organizational factors to support knowledge management and innovation. *Journal of Knowledge Management*, 15(6), 890–914. <https://doi.org/10.1108/13673271111179271>
- Durugbo, C. (2014). Managing information for collaborative networks. *Industrial Management and Data Systems*, 114(8), 1207–1228. <https://doi.org/10.1108/IMDS-05-2014-0144>
- Effendi, R. (2012). Hubungan budaya organisasi dan penghargaan terhadap motivasi karyawan : studi kausal terhadap karyawan Universitas Megoupak. *Jurnal JMK*, 10(2).
- Gagne, M. (Ed.). (2014). *The oxford handbook of work engagement, motivation, and self-determination theory*. Oxford University Press.
- Giang, L. T., & Nguyen, C. V. (2017). How would cash transfers improve child welfare in Viet Nam? Children and Youth Services Review, 82, 87–98. <https://doi.org/10.1016/j.childyouth.2017.09.003>
- Habib, S., Aslam, S., Hussain, A., Yasmeen, S., & Ibrahim, M. (2014). The impact of organizational culture on job satisfaction, employess commitment and turn over intention. *Advances in Economics and Business*, 2(6), 215–222. <https://doi.org/10.13189/aeb.2014.020601>
- Kementrian Sosial RI. (2023). *Pedoman Umum pelaksanaan slrt sistem layanan dan rujukan terpadu*.
- Keyton, J. (2005). *Communication and organizational culture*. Sage Publications, Inc.
- Khomaini, A. A. (2020). Indonesian treasury review dampak program bantuan tunai (cash transfer) terhadap kesejahteraan subjektif di Indonesia. *Perbendahraan, Keuangan Negara Dan Kebijakan Publik*, 5(1), 1–16. <https://doi.org/https://doi.org/10.33105/itrev.v5i1.161>
- Kim, Y. (2018). Enhancing employee communication behaviors for sensemaking and sensegiving in crisis situations: Strategic management approach for effective internal crisis communication. *Journal of Communication Management*, 22(4), 451–475. <https://doi.org/10.1108/JCOM-03-2018-0025>
- Letsoalo, E. M., & Lassalle, T. J. (2007). Community Development Forums: An entry point to empowerment of rural communities. PELUM Magazine - Ground up.
- Levin, D. Z., & Cross, R. (2004). The strength of weak ties you can trust: The mediating role of trust in effective knowledge transfer. In *Management Science*, 50(11), 1477–1490. <https://doi.org/10.1287/mnsc.1030.0136>
- Maamari, B. E., & Majdalani, J. F. (2017). Emotional intelligence, leadership style and organizational climate. *International Journal of Organizational Analysis*, 25(2), 327–345. <https://doi.org/10.1108/IJOA-04-2016-1010>
- Markovic, S., Koporcic, N., Arslanagic-Kalajdzic, M., Kadic-Magljajlic, S., Bagherzadeh, M., & Islam, N. (2021). Business-to-business open innovation: COVID-19 lessons for small and medium-sized enterprises from emerging markets.

- Technological Forecasting and Social Change*, 170. <https://doi.org/10.1016/j.techfore.2021.120883>
- Michel, J. W., Tews, M. J., & Allen, D. G. (2018). Fun in the workplace: A review and expanded theoretical perspective. *Human Resource Management Review*, March, 1–13. <https://doi.org/10.1016/j.hrmr.2018.03.001>
- Mohammad Awadh, A., & Saad, M. (2013). Impact of organizational culture on employee performance. *International Eview of Management and Business Research*, 2(1), 168–175.
- Navío-marco, J., Ruiz-gómez, L. M., & Sevilla-sevilla, C. (2021). Progress in information technology and tourism management : 30 years on and 20 years after the internet - Revisiting Buhalis & Law 's landmark study about eTourism. *Tourism Management*, 69, 460–470. <https://doi.org/10.1016/j.tourman.2018.06.002>
- Pagell, M., & Wu, Z. (2009). Building a more complete theory of sustainable supply chain management using case studies of 10 exemplars. *Journal of Supply Chain Management*, 45(2), 37–56.
- Richard M. Steers, & Thomas W. Lee. (1983). *Facilitating effective performance appraisals: The role of employee commitment and organizational climate (1st ed.)*. Routledge.
- Richards, G. (2018). Cultural tourism: A review of recent research and trends. *Journal of Hospitality and Tourism Management*, 36, 12–21. <https://doi.org/10.1016/j.jhtm.2018.03.005>
- Ridwan, & Kuncoro. (2008). *Caramenggunakan dan memaknai analisis jalur*. Alfabeta.
- Sarwono. (2007). *Analisis jalur untuk riset bisnis dengan spss*. Andi.
- Schruijer, S. G. L. (2020). Developing collaborative interorganizational relationships: an action research approach. *Team Performance Management*, 26(1–2), 17–28. <https://doi.org/10.1108/TPM-11-2019-0106>
- Sedarmayanti. (2018). *Komunikasi pemerintahan*. Refika Aditama.
- Sheth, J., & Sisodia, R. (2011). *The 4 A's of marketing creating value for customer, company and society*. Routledge.
- Singarimbun, M., & Effendi, S. (1989). *Metode penelitian survei*. LP3ES.
- Singh, A., Halgamuge, M. N., & Moses, B. (2019). An analysis of demographic and behavior trends using social media: Facebook, Twitter, and Instagram. In *Social Network Analytics*. Elsevier. <https://doi.org/10.1016/b978-0-12-815458-8.00005-0>
- Subekti, P., Hafiar, H., & Bakti, I. (2020). Penggunaan Instagram oleh Badan Penanggulangan Bencana Daerah untuk mengoptimalkan destination branding Pangandaran. *Profesi Humas*, 4(2), <https://doi.org/10.24198/prh.v4i2.23545>
- Subekti, P., Hafiar, H., Prastowo, F. A. A., & Masrina, D. (2022). Development of entrepreneurial interest in business actors through communication strategies in Pangandaran. *Jurnal Kajian Komunikasi*, 10(1), 39. <https://doi.org/10.24198/jkk.v10i1.36039>
- Supranto. (2004). *Analisis multivariat arti dan interpretasi*. Asdi Mahasatya.
- Tohidi, H., & Jabbari, M. M. (2012). Organizational culture and leadership. *Procedia-Social and Behavioral Sciences*, 31(2011), 856–860. <https://doi.org/10.1016/j.sbspro.2011.12.156>
- Wei, J., Bu, B., Guo, X., & Gollagher, M. (2014). The process of crisis information dissemination: Impacts of the strength of ties in social networks. *Kybernetes*, 43(2), 178–191. <https://doi.org/10.1108/K-03-2013-0043>