

## Organizational Effectiveness of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia

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### Abstract

*This study aims to identify, analyze, and explain organizational effectiveness, inhibiting factors, and find a model of organizational effectiveness of the liaison agency in the coordination and facilitation of provincial governments in Indonesia. The method in this study is a qualitative research method with secondary and primary data sources. Primary data sources are obtained from informants using data collection techniques such as library research techniques, interview techniques, and observation. The results showed that of the seven aspects of organizational effectiveness, namely in the clarity of the objectives, the direction was noticeable but not optimal when viewed from the organizing function, in the clarity of the strategy, the liaison agency had carried out its duties as ambassadors and facilitators following the juklak (implementing instructions) and technical guidelines that apply in accordance with their respective regional regulations, in the formulation of policies it has been programmed and planned, but it requires support from various policy factors (policy actors), both actors from the government (President, ministers, commander of the TNI and others), as well as from non-government groups (businessmen, mass media, NGOs and others), in preparing program plans and budgets to achieve strategic targets for the implementation of their duties and functions, but the implementation process has not been able to run optimally, in formulating and implementing programs for optimize pela It's just that it needs to be considered if in program implementation there must be the provision of what technical and operational support is needed, then clearly appoint the person in charge of the program and monitoring program implementation so that the program can run smoothly, in monitoring and controlling the Organization of the Liaison Body in Coordination and the facilitation of the provincial government in Indonesia is good.*

### Keywords

Organization; effectiveness; central government; local government; inter-regional liaison agency



## I. Introduction

The regional government, which is part of the central government area called the Unitary State of the Republic of Indonesia, in its management, the state needs the energy of the regional government and the central government whose sustainability and quality of government must be maintained for the strength of the state (Kusriyah, 2016). A state cannot be called an independent and sovereign state if it does not have an existential factor called a particular area with specific boundaries (a defined territory) (Elden, 2013). One of the objective conditions of Indonesia as a unitary state is a country that geographically has a

particular area that is not a mere continent or land. Still, a country whose territory or national-territorial dimensions are divided into three regional dimensions: land, sea, and air. It has unique characteristics as an archipelagic country characterized by the archipelago. In a broad sense, the government can be interpreted as all efforts made by state institutions to achieve state goals, thus in the concept of a welfare state (Sukmana, 2016), the government it organizes will do everything in its power and effort to create the welfare of the business people, state institutions, state goals, people's interest (Wirman Syafri (2012).

In realizing good governance free of collusion, corruption, and nepotism, coordination must start from the planning process to produce good planning and implementation. If coordination is always carried out at the beginning, all functions of government management, namely planning, organizing, actuating, and controlling, can be carried out correctly (Suharyadi & Insani, 2016). Based on Law Number 23 of 2014 concerning Regional Government, it brings significant changes to the formation of Regional Apparatus, namely with the principle of proper function and the right size (rightsizing) based on workloads following the natural conditions in each region. The organizational grouping of Regional Apparatus is based on the conception of the formation of an organization consisting of 5 (five) elements, namely the regional head (strategic apex), provincial secretary (middle line), regional service (operating core), supporting agencies/functions (technostructure), and staff. supporting staff (Hadiyanti, 2017)

The existence of the Liaison Agency is very strategic in representing local governments that stretches from Sabang to Morocco and geographically; in mapping and grouping, the Liaison Agency is divided into three, namely the Western, Central and Eastern parts for easy coordination (Nugraha et al., 2021). Liaison Agency for the Provincial Government of DIY and Liaison Agency for Central Kalimantan Provincial Government to represent the regional organization of the West Province Government Liaison Agency, the South Sulawesi Provincial Government Liaison Agency to represent the regional organization of the Central Provincial Government Liaison Agency and the Papua Provincial Government Liaison Agency to represent the territory of the Provincial Government Liaison Agency. Liaison with the Eastern Province Government, and all contained in the Communication Forum for Liaison with Provincial Governments throughout Indonesia FORKAPPSI in representing local governments for coordination with the central government, regional governments, representatives of neighbouring countries and non-governmental organizations in the national capital (Stefan Antonio, 2021).

The position of the Regional Liaison Agency has implications for the authority of the liaison agency function that is less relevant so that it can cause various problems when coordinating in the bureaucracy such as in the central government organization and other regional governments because the existence and role of the liaison agency have not run optimally to represent the provincial government. In coordination and facilitation are representing the local government in Jakarta (Karmila et al., 2014).

From the results of initial observations, it shows that social problems in the position of the head of the agency and physical environmental issues in the slandering of the head of the agency can be seen from various conditions such as when the coordination represents the Governor and the Regional Secretary in the Ministry, local government and state institutions or non-state institutions (Bratakusumah, 2001). The Regional Liaison Body also needs to carry out the function of technical assistance to the community, namely to serve the needs of non-permanent residents in the capital, as a representative of the government in the state capital and to coordinate and facilitate the local government in the implementation of local government activities. Regions must highlight their role as liaison for coordination in the money in the administration of government administration, management, protocols for

regional leaders and implementation of Regional Inter-Institutional Relations with Ministries, State High Institutions, Non-Governmental Institutions, embassies of friendly countries in Jakarta, fostering community/student/regional relations, who are located in the national capital carry out the promotion of regional potential, establish communication and inform at the national and international levels and manage the assets of the Provincial Government in the national capital (Nurcholis, 2011).

One of them is the essential duties and functions of the provincial government liaison bodies concerning the position, responsibilities and authorities of the functions of the respective regional, local governments in Indonesia. The liaison body is as the door and gate of the regional porch in the state capital, in carrying out the duties and functions that are its responsibility, as referred to above, the provincial government liaison agency in carrying out the authority of the coordination function is very narrow from the tasks that must be carried out more broadly (Nurcholis, 2011; Dadi, 2021).

Things that affect effectiveness are size, difficulty level, satisfaction, results and speed of individuals or organizations in carrying out an activity/program (Kusuma & Suprpto, 2018). In addition, there is an evaluation if there is a misunderstanding on the level of productivity achieved so that sustainability will be achieved. James L. Gibson (1995) revealed measures of effectiveness, as follows: 1) Clarity of goals to be achieved; 2) Clarity of strategy for achieving goals; 3) A solid policy analysis and formulation process; 4) Careful planning; 5) Preparation of the right program; 6) Availability of facilities and infrastructure; 7) Educational supervision and control system.

The performance and role of the liaison agency in carrying out these duties and functions are revealed from the performance indicators of the strategic targets of regional apparatus organizations in the national capital as follows: First, the percentage of governance, administration, management, protocols for regional leaders in Jakarta with a target of 90%. This percentage is the achievement of strategic target performance indicators. Second, the portion of doing relationships between institutions as a liaison between local governments and ministries, high state institutions, non-government, embassies of friendly countries in Jakarta, and fostering public relations, regional students in Jakarta with a target of 90%. This percentage is an indicator of the performance of strategic targets for inter-agency coordination activities. Third, the portion of the number of promotions, information communication and regional potentials at the national and international levels, and managing the Provincial Government's assets and equipment in Jakarta with a target of 70%. This percentage is an achievement indicator of the strategic target of cooperation.

A person's performance is closely related to the results of work concerning quality, quantity and timeliness. Performance also means the comparison of work results achieved by employees with predetermined standards (Ronny in Edward, Y. et al. 2020).

The facts above indicate that there are still problems related to the strategy of centralizing an effective organizational structure in the functioning of the working group of regional apparatus in the national capital for the implementation of programs and activities that are linked to local government performance coordination documents that have not been appropriately implemented, due to delays in communication and the lack of coordination of the liaison body, resulting in the not yet optimal implementation of tasks and functions, especially in regional coordination to external parties. Likewise, administrative management has not been carried out properly because activities are still not carried out in achieving the target effectively. Based on the preceding, the authors are interested in conducting research entitled "Organizational Effectiveness of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia" (West Region, Central Region and East Region).

## II. Review of Literature

### 2.1. Organizational Theory of Government

The liaison body is a public organization that is one of the working units of the provincial government bureaucracy. Organizations can be defined as patterned relationships among people who deal with goal-directed dependent activities (Wexley & Yukl, 2005).

Siagian (2002) says that the organization is a combination of organizational behaviour of a group of formally and hierarchically bound people who work together to achieve predetermined goals. With this opinion, formality can be considered official ties that are regulated and mutually agreed upon and seen as an organizing concept used as a guide by all organization members. In the idea of organizing, a patterned hierarchy of relationships is formed to achieve organizational goals (Wunardi, 2006; Sidiq et al., 2021). Organizational goals are related to political interests, social interests, economic interests and other interests related to the needs, hopes or aspirations of members of the organization (Ishak et al., 2017).

Schein (1991) reveals the following three basic organizational dimensions: 1) A hierarchical dimension that shows relative levels in the same way as an organizational chart; 2) Functional dimensions reflecting the different types of work depicted by various layers of cake-shaped sectors in the cone diagram; 3) The dimension of summarization or concentration is reflected in the degree to which each person is nearer or further from the centre of the organization.

All the changes made lead to an increase in organizational effectiveness to seek to improve the organization's ability to adapt to environmental changes and changes in the behaviour of organizational members (Robbins & Judge, 2013). An organization can be changed and grouped into four categories: structure, technology, physical arrangement, and people.

Organizations depend on their environment in many ways, so organizations must adapt to changes in their environment to survive and profit. For every organization, the existence of organizing is essential. Noe (2000) said that the crucial dimensions in the organizational structure, namely centralization and departmentalization. Centralization indicates the degree to which decision-making authority rests with top managers as opposed to the decentralized extent. Meanwhile, departmentalization refers to the level at which work units are grouped into specific functions.

### 2.2. Effectiveness Theory

Effectiveness comes from the word adequate, which implies success in achieving the goals that have been set. According to Mahmudi (2005), "effectiveness is the relationship between output and goals, the greater the contribution (contribution) of output to the achievement of goals, the more effective the organization, program or activity".

The effectiveness of an organizational activity of the Provincial Government Penghung Organization in Indonesia thus can be measured from the process of how well the goals or objectives have been achieved as previously planned, which can be analyzed through the clarity of the dimensions of the goals to be achieved, the clarity of strategies for achieving goals, the process of analysis and formulation. Careful policy, careful planning, preparation of appropriate programs, availability of facilities and infrastructure, and a system of monitoring and controlling activities that are continuously improving. Measures of effectiveness according to Gibson include: 1) Clarity of goals to be achieved; 2) Clarity of strategy for achieving goals; 3) A solid policy analysis and formulation process; 4) Careful planning 5) Appropriate programming; 6) Availability of facilities and infrastructure; 7) The system of supervision and control of educational activities.

### **III. Research Methods**

The method in this study is a qualitative research method with secondary and primary data sources. Primary data sources are research informants. From secondary data sources, the types of secondary data or information about the phenomena that are used as research objects are obtained; theories and methods that support the development of scientific insight in understanding the thing of research, and the selection of approaches that are used as the theoretical basis for the preparation of research concepts. The informants who are believed to be able to provide precise and accurate data and or information in this study to obtain supporting data are as follows: 1) Head of the Organizational Bureau of the Ministry of Home Affairs; 2) Main Secretary of the Ministry of National Development Planning of the Republic of Indonesia/National Development Planning Agency; 3) Head of Public Relations and Administration Bureau for the Leaders of the Ministry of National Development Planning of the Republic of Indonesia/National Development Planning Agency; 4) Communication Forum for Liaison with Provincial Governments throughout Indonesia FORKAPPSI; 5) Regional Communities who are receiving Services from the Liaison Board for the West, Central and East Regions; 5) Regional students who are studying in the State capital (Jabotabek) who are receiving services from the Liaison Board for the West, Central and East Regions. The data collection techniques used is library research techniques, interview techniques, and observation.

### **IV. Result and Discussion**

#### **4.1. Organizational Effectiveness of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia (West Region, Central Region and East Region)**

Organizations were created as a tool to achieve organizational goals. Based on James L. Gibson's theory of organizational effectiveness, a conceptual definition is drawn up that the point of the liaison agency organization in the coordination and facilitation of provincial governments in Indonesia is the success or achievement of implementation objectives which is revealed from the following seven dimensions of analysis.

a. Analysis of Clarity of Goals to be achieved.

Clarity of objectives for the effectiveness of the liaison agency's organization in coordination and facilitation of provincial governments in Indonesia. From the clarity of the goals, the direction is obvious. Still, it is not optimal when viewed from the organizational function, which is limited to the structure depicted in the organizational structure which has not been effective, and the collaboration that has been built is still formal with limited networks so that it has not been able to answer the problems of the provincial government in the agency—liaison in Jakarta. The absence of a well-integrated online system makes many obstacles in coordination with the regional planning and budgeting department.

b. Analysis of Clarity of Strategy for Achievement of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia.

Clarity of strategy for achieving objectives of organizational effectiveness of liaison agencies in coordination and facilitation of provincial governments in Indonesia (West Region, Central Region and East Region). That the liaison agency for the Provincial Government of the Special Region of Yogyakarta (DIY) is in Jakarta, the liaison agency for the Central Kalimantan province in Jakarta, the liaison agency for the South Sulawesi provincial government in Jakarta, the liaison agency for the Papua local government in

Jakarta. In the clarity of strategy, the liaison agency has carried out its duties as ambassadors and facilitators following the applicable juklak (implementation instructions) and technical guidelines (technical guidelines). However, for the success of this strategy, there must be innovation, there needs to be a change in the leadership of the liaison body, which must be increased from Echelon III to Echelon II so that it is easy to coordinate in improving strategies to support coordination of the implementation of government affairs and development with the central government.

- c. Process Analysis and Policy Formulation of the Liaison Body Organizational in the Coordination and Facilitation of Provincial Governments in Indonesia (West Region, Central Region and East Region)

Handyaningrat (1994) states that "the indicators of the process of policy analysis and formulation are (1) guidelines, and (2) decision making. From the descriptive analysis, clarity of policy formulation, clarity of policy formulation, the effectiveness of liaison agency organization in coordination and facilitation of provincial governments in Indonesia (West Region, Central Region and East Region), namely the liaison agency of the Provincial Government of the Special Region of Yogyakarta (DIY) in Jakarta, Central Kalimantan provincial liaison agency in Jakarta, the liaison agency for the local government of South Sulawesi in Jakarta, the liaison agency for the Papua provincial government in Jakarta. In the formulation of policies, it has been programmed and planned. Still, it requires support from various policy factors (policy actors), both actors from the government (President, ministers, TNI commanders and others), as well as from non-government groups (businessmen, mass media, NGOs and others). There needs to be a concept in policy formulation taking into account external and internal factors. An evaluation is required to formulate the Liaison Body in Coordination and Facilitation of Provincial Governments in Indonesia.

- d. Careful Planning Analysis Organization of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia (West Region, Central Region and East Region)

Siagian (2008) states that the indicators of planning are (1) short term, (2) medium-term, and (3) long term. From the planning analysis, an accurate picture is obtained that a careful planning organization of the liaison agency in the coordination and facilitation of the provincial government in Indonesia (West Region, Central Region and East Region) is the liaison agency for the Provincial Government of the Special Region of Yogyakarta (DIY) in Jakarta, the liaison agency for the province of Kalimantan Central in Jakarta, the liaison agency for the South Sulawesi provincial government in Jakarta, the liaison agency for the Papuan local government in Jakarta is quite optimal in preparing program planning and budgets to achieve strategic targets for the implementation of its duties and functions, but the implementation process has not been able to run optimally.

- e. Analysis of Organizational Programming of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia (West Region, Central Region and Eastern Region)

Hasibuan (1996) explains that "the program is a concrete plan, which includes indicators: (1) targets, (2) procedures, and (3) budget." From the descriptive analysis of the program preparation, an accurate picture is obtained that managerially the program preparation of the Liaison Agency Organization in Coordination and Facilitation of the Provincial Government in (western region, central region and eastern region), namely the Liaison Agency for the Special Region of Yogyakarta Provincial Government (DIY) in Jakarta, Liaison Agency for Central Kalimantan Province in Jakarta, Liaison Agency for South Sulawesi Provincial Government in Jakarta, Liaison Agency for Papua Province

Government in Jakarta. have prepared and implemented programs to optimize program implementation well. However, it is necessary to pay attention to if there must be the provision of technical and operational support in program implementation. Appoint the person in charge of the program and monitor program implementation to run smoothly. The performance of these programs has not been optimally implemented because it has not been supported by superior Human Resources in implementing these programs.

f. **Analysis of the Availability of Work Facilities and Infrastructure for the Liaison Board of Provincial Governments in Indonesia (West Region, Central Region and Eastern Region)**

From the analysis of the supervision and control system of the Provincial Government Liaison Body in Indonesia (West Region, Central Region and Eastern Region), namely the Yogyakarta Special Region Provincial Government Liaison Agency (DIY) in Jakarta, Central Kalimantan Province Liaison Agency in Jakarta, South Sulawesi Provincial Government Liaison Agency in Jakarta, the Liaison Agency for the Papua Province Government in Jakarta. Supervision and control over the Organization of the Liaison Body in the Coordination and Facilitation of the Provincial Government in Indonesia are good. But it is necessary to emphasize discipline, then provide follow-up more firmly if there are errors in supervision and control, application of deadlines or deadlines to be organized. Performance in the field of management and power has been carried out periodically through internal and external supervision and preventively (before the implementation of tasks and activities) and repressively (after the performance of tasks and activities). Hence, the things that need to be optimized are the needs of the leadership in delegating authority, environmental changes organization so that it can face or take advantage of the opportunities created by the changes that occur, Standard Operating Procedures (SOPs) that must be made following the duties and functions of the organization, measurement of achievement, by being given "reward and punishment".

#### **4.2. Obstacles to the Organizational Effectiveness of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia (West Region, Central Region and Eastern Region)**

Based on James L. Gibson's theory of organizational effectiveness, a conceptual definition is drawn up that the Organizational Effectiveness of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia is the success or achievement of implementation goals which is revealed from the results of the analysis found that the inhibiting factors from the results of this study are as follows:

- a. The liaison agencies (West Region, Central Region and East Region) are the Liaison Agency for the Special Province of Yogyakarta (DIY) in Jakarta, the Liaison Agency for Central Kalimantan Province in Jakarta, the Liaison Agency for the Government of South Sulawesi Province in Jakarta, the Liaison Agency for the Papua Province Government in Jakarta. Has a role that is not optimal when viewed from the organizational function, which is limited to the structure depicted in the organizational structure that is not yet effective and the collaboration that is built is still formal with limited networks so that it has not been able to answer the problems of the Provincial Government in Jakarta. In addition, the organizational structure is a mechanical structure with an inflexible specialization task division. However, centralized task control has supported the coordination task, but its implementation has not been optimal. Natural disasters, limited budget for official travel) for that we need a well-integrated and online system to facilitate coordination with the regional planning and budgeting department.
- b. In coordinating between institutions (West Region, Central Region and East Region), namely the Liaison Agency for the Special Province of Yogyakarta (DIY) in Jakarta,

- Liaison Agency for Central Kalimantan Province in Jakarta, Liaison Agency for South Sulawesi Provincial Government in Jakarta, Liaison Agency for Papua Province Government in Jakarta. The leadership of the Liaison Board is only Echelon III; on average, they do not have reliable human resources in mastering English and information technology, making it difficult to communicate to coordinate in the implementation of government affairs tasks, development with the central government and represent coordination and facilitation with ambassadors of other countries in Jakarta.
- c. In the formulation of a policy for Coordination and Facilitation of the Provincial Governments in Indonesia (West Region, Central Region and East Region), namely the Liaison Agency for the Provincial Government of the Special Region of Yogyakarta (DIY) in Jakarta, the Liaison Agency for Central Kalimantan Province in Jakarta, the Liaison Agency for the Government of South Sulawesi Province in Jakarta, the Liaison Agency for the Papua Province Government in Jakarta has not been supported by external and internal factors, both actors from the government (President, ministers, TNI commanders and others), as well as from non-government groups (businessmen, mass media, NGOs and others). -other). There is a need for a concept in policy formulation to pay attention to. An evaluation is needed to formulate the Liaison Body in Coordination and Facilitation of Provincial Governments in Indonesia.
  - d. Liaison Agencies (West Region, Central Region and East Region) namely Liaison Agency for the Special Region of Yogyakarta (DIY) in Jakarta, Liaison Agency for Central Kalimantan Province in Jakarta, Liaison Agency for South Sulawesi Provincial Government in Jakarta, Liaison Agency for Papua Province Government in Jakarta. In preparing program planning and budgets to achieve strategic objectives, the implementation of tasks and functions has not been able to run optimally, especially in improving the professionalism of protocols and mess services. And develop a system of promotion of regional potential. The whole program has not been able to be adequately implemented.
  - e. In implementing the Provincial Government Liaison Agency program in Indonesia (West Region, Central Region and Eastern Region), namely the Liaison Agency for the Special Province of Yogyakarta (DIY) in Jakarta, Central Kalimantan Province Liaison Agency in Jakarta, South Sulawesi Provincial Government Liaison Agency in Jakarta, The Liaison Agency for the Papua Province Government in Jakarta has not been able to bring the organization to be effective because there is no required technical and operational support.
  - f. Liaison Agencies (West Region, Central Region and East Region) namely Liaison Agency for the Special Region of Yogyakarta (DIY) in Jakarta, Liaison Agency for Central Kalimantan Province in Jakarta, Liaison Agency for South Sulawesi Provincial Government in Jakarta, Liaison Agency for Papua Province Government in Jakarta. Work facilities and infrastructure need to be improved, and some facilities and infrastructure that do not yet exist need to be provided.
  - g. Supervision and control of the Organization of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia (West Region, Central Region and Eastern Region), namely the Liaison Agency for the Provincial Government of the Special Region of Yogyakarta (DIY) in Jakarta, Liaison Agency for Central Kalimantan Province in Jakarta, Liaison Agency for Provincial Government South Sulawesi in Jakarta, the Liaison Agency for the Papua Province Government in Jakarta needs to emphasize discipline, then provide more strict follow-up if there are errors in supervision and control, application of deadlines or deadlines to be organized. The need for leadership in delegating authority, changes in the organizational environment so that they can face or take advantage of the opportunities created by the changes that occur, Standard Operating

Procedures (SOPs) that must be made following the duties and functions of the organization, measurement of achievement, given "reward and punishment".

The researcher will create a new model in the Organizational Effectiveness of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia from the inhibiting factors mentioned above.

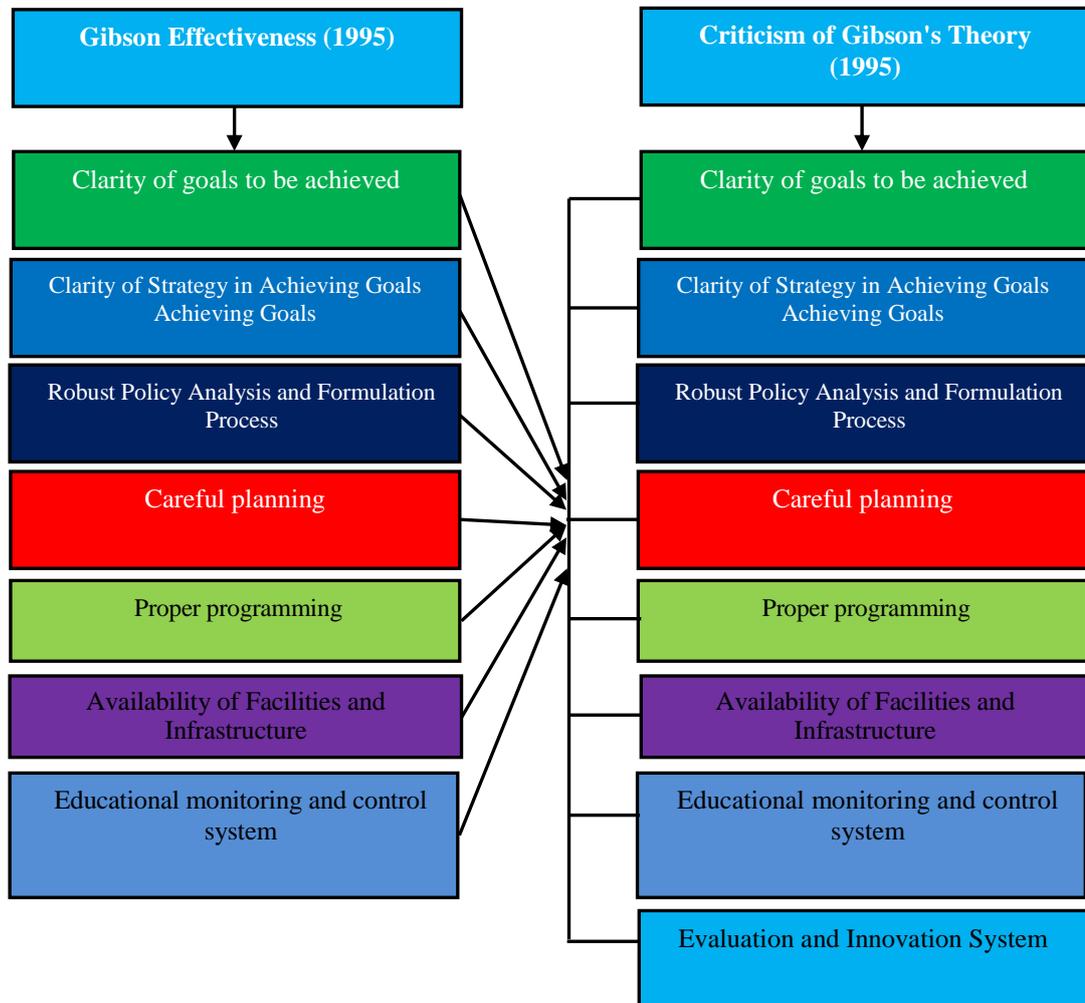
Based on James L. Gibson's theory of organizational effectiveness, a conceptual definition is drawn up that the Organizational Effectiveness of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia is the success or achievement of implementation goals that are revealed from the clarity of goals to be achieved, clarity of strategy for achieving goals, process analysis and policy formulation. Steady, careful planning, preparation of appropriate programs, availability of work facilities and infrastructure, supervision and control systems. With such a conceptual definition, seven dimensions of analysis are arranged: 1) Dimensions of clarity of goals to be achieved; 2) The dimensions of the clarity of strategy for achieving goals; 3) Dimensions of the process of policy analysis and formulation; 4) Planning dimensions; 5) Dimensions of programming; 6) Dimensions of the availability of work facilities and infrastructure, and 7) Dimensions of the supervision and control system.

From the results of the analysis above, the study adds one dimension, namely dimension 8. The dimensions of evaluation and innovation, because every organization, along with the times, must be evaluated and innovative, especially those being researched, namely the Organizational Effectiveness of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia for researchers. Next, with the same theory, one dimension can be added, namely the dimensions of evaluation and innovation as a criticism of Gibson's thesis (1989: 27) into 8 dimensions, namely: 1) Dimensions of clarity of goals to be achieved; 2) The dimensions of the clarity of strategy for achieving goals; 3) Dimensions of the process of policy analysis and formulation; 4) Planning dimensions; 5) Dimensions of programming; 6) Dimensions of the availability of work facilities and infrastructure; 7) Dimensions of the supervision and control system; 8) Dimensions of evaluation and innovation.

#### **4.3. New Findings New Model of Organizational Effectiveness of Liaison Agencies in Coordination and Facilitation of Provincial Government in Indonesia (West Region, Central Region and East Region)**

Whereas in solving the problem of Organizational Effectiveness of Liaison Agencies in Indonesia (West Region, Central Region and East Region), namely the Liaison Agency for the Provincial Government of the Special Region of Yogyakarta (DIY) in Jakarta, Liaison Agency for Central Kalimantan Province in Jakarta, Liaison Agency for the Government of South Sulawesi Province in Jakarta, the Liaison Agency of the Papua Province Government in Jakarta there must be a change in the bureaucracy and coordination in solving the problems of the Liaison Agency in Indonesia, equipped with facilitation and technology to answer the challenges of an increasingly digitalized era so that there can be a government that can collaborate, creating a Provincial Liaison Agency in Indonesia ( West Region, Central Region and East Region) namely the Liaison Agency for the Government of the Special Region of Yogyakarta (DIY) in Jakarta, Liaison Agency for Central Kalimantan Province in Jakarta, Liaison Agency for the Government of South Sulawesi Province in Jakarta, the Liaison Agency for the Papua Province Government in Jakarta, is getting better and can represent the region in coordinating with its role as a coordinating link in the capital in the administration of government administration, management, regional leadership protocols and the implementation of Inter-Regional Institutional Relations with Ministries, State High

Institutions, Non-Governmental , Embassies of friendly countries in Jakarta, fostering public relations/students/regional students, who are in the national capital carrying out Regional Potential Promotions, establishing Information Communications at the National and International Levels and managing the assets of the Provincial Government in the national capital.



*Figure 1. Criticism of Gibson's Effectiveness Theory*

## V. Conclusion

Because the liaison agency organization is still formal and has a limited network, it has not been able to effectively coordinate and facilitate the provincial government in Indonesia. In the absence of a well-integrated online system, coordination with regional planning and budgeting is difficult. The following inhibitory factors were found in this study: The liaison agency's leadership is only Echelon III, and they lack trustworthy human resources in English and information technology, making it difficult to interact with the central government and represent cooperation and facilitation with foreign ambassadors in Jakarta. External and internal players from the government (President, ministries, TNI commander, and others) and non-government groups have not backed it (businessmen, mass media, NGOs and others). An examination is required to design a liaison agency for the coordination and facilitation of

provincial administrations in Indonesia. Increasing the professionalism of procedures and mess services to establish a system for boosting regional potential has not been adequately implemented. The program as a whole has been misapplied. Due to a lack of support for the quality of human resources possessed by the liaison agency, the performance attained has not been optimal. Workplace facilities and infrastructure must be enhanced and new facilities and infrastructure must be established to meet the needs of leaders in delegating authority, and changes in the organizational environment. SOPs that must be followed by the organization's responsibilities and functions, measuring achievements, are given "reward and punishment". The novel model that the researcher presents comes from the results of the Analysis of the Organizational Effectiveness of Liaison Agencies in Coordination and Facilitation of Provincial Governments in Indonesia (West, Central, and Eastern Regions). In order to meet the problems of an increasingly digitalized society, a government must collaborate, creating a provincial liaison agency. Indonesian regional institutions with ministries, high state institutions, non-government, embassies of friendly countries in Jakarta, fostering community relations/students/regional students, who are in the capital to better represent their regions.

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