

Effectiveness of the Implementation of the Provincial Liaison Agency Bangka Belitung Islands

¹Lara Meireini, ²Baharuddin Thahir, ³Ela L. Wargadinata

Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri, Jakarta

Article Info	ABSTRACT
Keywords: Inter-Institutional Coordination, Promotion of Regional Arts and Culture, Protocol Function	This research is motivated by the importance of the role of the Liaison Agency as an extension of the Bangka Belitung Islands Provincial Government at the central level, especially in establishing coordination between institutions, promoting arts and culture, and implementing protocol functions. Despite its strategic position, these functions have not been running optimally as mandated in Governor Regulation Number 7 of 2021. This study aims to analyze the effectiveness of the implementation of the Liaison Agency function and identify the factors that support and inhibit it. This study uses the theory of organizational effectiveness from Gibson et al. (2000) with five main indicators: satisfaction, productivity, efficiency, adaptability, and development. Organizational theory and decentralization theory are also used as conceptual frameworks. The method used is descriptive qualitative with data collection techniques through interviews, observations, and document studies. The results of the study show that the implementation of the Liaison Agency function of the Bangka Belitung Islands Province is quite effective but still faces a number of structural and operational challenges. On the one hand, there are supporting factors such as a conducive work environment, quite effective coordination between sections, and efforts to utilize technology and continuous training even with a limited budget. However, on the other hand, this success is limited by serious obstacles, including outdated work facilities, the absence of expensive allowances for ASN in Jakarta, an unbalanced workload due to limited human resources, and a promotion and career system that is not yet transparent and performance-based. Budget management is considered quite efficient, but not yet optimal in supporting the achievement of overall activity targets. Thus, although several aspects show positive performance, the overall effectiveness of the organization still requires significant improvements in terms of strengthening human resources, updating facilities, and reforming the career system so that the Liaison Agency function can be carried out optimally and sustainably.
This is an open access article under the CC BY-NC license 	Corresponding Author: Lara Meireini Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri, Jakarta meireinilara@gmail.com

INTRODUCTION

As an institution that has a strategic task in connecting regional governments with the center, the Bangka Belitung Islands Provincial Liaison Agency has three sections that play a role in carrying out the functions of coordination, facilitation, and regional representation. Ideally, the

three sections contribute equally to support the achievement of organizational goals effectively.

However, the effectiveness and proportion of each section's contribution can be reflected from how the budget is allocated and realized in the implementation of their work programs. Therefore, analysis of the budget and realization is important to evaluate the extent to which balance and optimization of performance can be achieved. If we look more closely, there is an imbalance in budget priorities between the three sectors. The Inter-Institutional Relations Section received a very large budget allocation in 2023 and 2024, with a significant increase, while the Promotion and Arts and Culture Section experienced a sharp decline in 2024.

This shows that the budget for Inter-Institutional Relations is prioritized higher, while Promotion and Arts and Culture experienced a budget reduction, even though this sector had a very good realization rate in 2022 and 2023. Meanwhile, the Public Relations and Protocol Section showed a more stable budget, although not as large as other sectors.

This imbalance indicates a shift in budget priorities that focus more on inter-institutional relations, while the cultural and arts sector that contributes to promotion also needs more attention in order to maximize its potential and contribution to development. This is because there are routine ceremonial activities carried out in this section. The Inter-Institutional Relations Section shows a stable pattern with a fairly good level of budget realization. In 2022, budget realization only reached 81%, but in the following years, budget realization increased significantly, with 90% in 2023 and 2024.

Despite a small decrease in 2024, overall the sector was able to absorb almost the entire budget allocated, reflecting a high level of efficiency in budget management. The drastic increase in the budget from 2022 to 2023, with an increase of more than eight times, indicates a high priority for inter-agency relations in 2023 and 2024. In addition, the budget ceiling for this sector also experienced a drastic decline in 2024, from IDR 902,888,718 in 2023 to only IDR 265,235,000 in 2024, which could indicate a reduction in priority for promotional and arts and culture activities in 2024. Although this sector still recorded a high level of realization in the first two years, the sharp decline in the third year indicates an imbalance in resource allocation that needs further analysis.

The Public Relations and Protocol and Inter-Institutional Relations Sections each have three main activities covering various aspects, ranging from administrative activities, inter-institutional coordination, to leadership facilitation. The activities in these two sections are comprehensive and have a broad impact, both in institutional aspects, communication, and government coordination.

Activities such as Holding Coordination Meetings, Coordinating Service Implementation, and Providing Correspondence Services are not only important to ensure smooth administration, but also to facilitate relations between local governments, central institutions, and the community. With a greater number of activities, these two sections have the opportunity to contribute more to achieving the long-term goals of the Liaison Agency, especially in strengthening government institutions and public services.

In contrast, the Promotion and Arts and Culture Section only has one main activity, namely Facilitating the Exhibition of Superior Products and Preserving Arts and Culture. Although this activity has an important role in introducing superior regional products and preserving arts and culture, the small number and scope of activities limit its impact.

This imbalance may reflect a lower priority given to the development of the culture and tourism sector within the Liaison Agency's policy framework. In the context of sustainable regional development, the arts and culture sector has a strategic role in increasing tourism appeal, promoting local products, and enriching the cultural heritage that is part of Bangka Belitung's identity. Therefore, it is necessary to strengthen this sector by increasing activities that can have a wider impact, not only in the realm of exhibitions, but also in digital promotion, art market development, and collaboration with other sectors, such as education and technology.

In relation to the implementation of the main tasks and functions, the Liaison Agency was formed with the aim of serving and facilitating all official activities carried out by the Bangka Belitung Islands Provincial Government in the Jakarta area and other areas, organizing inter-institutional relations, promoting Arts and Culture, public relations and protocol, and administration. However, in its implementation, of the several main tasks and functions of the Liaison Agency, only 1 is considered quite good in carrying out its duties, namely the implementation of supporting functions for government affairs in the field of protocol.

In fact, the location of the Bangka Belitung Islands Province Liaison Agency in the National Capital has a very strategic role as a connecting terminal between the Bangka Belitung Islands Provincial Government and the central government offices and foreign representative offices and trade centers in Jakarta. In other words, the Liaison Agency as one of the work units that has the capacity as a civil service organization with the work output to be achieved is in the form of services for the provincial government and local communities.

The Liaison Agency also manages the regional pavilion at Taman Mini Indonesia Indah, where the existence of the pavilion is not only a replica of part of the region's cultural wealth, especially in the form of traditional house architecture and its distinctive furniture, but in terms of activities it is expected to be one of the front guards in introducing, disseminating and promoting regional potential, especially crafts, small industries, tourist objects and regional arts and culture.

Considering that the Regional Liaison Agency is an extension of the regional government in the Capital City which is not only limited to facilitating leaders and protocols, but there are two other functions that are considered not yet running optimally, namely those related to Inter-Institutional Relations and Promotion of arts and culture. Based on the research questions, the objectives of this study are: Analyze and evaluate the effectiveness of the function of the Bangka Belitung Islands Province Liaison Agency. Identify factors that support and hinder the effectiveness of the function of the Bangka Belitung Islands Province Liaison Agency.

METHOD

This study will use a descriptive qualitative research design. The qualitative approach was chosen because this study aims to explore the phenomena that occur in depth, namely related to the implementation of work functions at the Bangka Belitung Islands Province Liaison Agency. The focus of the study is not on collecting quantitative data that is numerical, but rather on understanding the dynamics and practices that occur in each sub-section.

Required data

In this study, the data sources to be used consist of primary data and secondary data, which will provide a comprehensive picture of the effectiveness of the implementation of work functions at the Liaison Agency of the Bangka Belitung Islands Province.

a. Primary Data

Primary data reflects the original source of information that is the basis of the research, while secondary data is information that has been processed or presented in a more structured form or in accordance with broader research objectives.

b. Secondary Data

Secondary data will be used to enrich the analysis and provide a broader context regarding the effectiveness of the implementation of work functions at the Bangka Belitung Islands Province Liaison Agency. Relevant secondary data include:

1. Government Policy Data
2. Reports and Evaluations from Related Agencies
3. Literature Related to Government Organization Management and Work Function Effectiveness
4. Mass media

Data collection techniques and instruments

According to Sugiyono (2012:224), "Data collection techniques are efforts made by researchers in order to collect information related to the problem being researched to obtain the necessary data, so that the data obtained is valid (describes the truth), reliable (can be trusted), and objective (in accordance with reality).

Sugiyono (2012:225) also states that in qualitative research, "Data collection is carried out in Natural Settings (natural conditions), primary data sources and more data collection techniques: observation, in-depth interviews and documentation".

Analysis Techniques

According to Creswell (2013:135-136), qualitative data analysis is the process of applying steps from specific to general with various different levels of analysis. Creswell (2013:135-136) explains the steps of data analysis as follows:

1. Processing and preparing data for analysis

This step involves transcribing interviews, scanning materials, typing field data, and sorting and organizing data according to information type.

2. Reading the entire data

This step aims to build a general understanding of the information obtained and reflect on its overall meaning.

3. Analyze in more detail by coding the data

Coding is the process of breaking down material or information into written segments before assigning meaning.

4. Applying the coding process to describe the settings, people, categories, and themes to be analyzed.

In this stage, the researcher codes all the information and then analyzes it. The themes that emerge will be used as titles in the research results section.

5. Shows how descriptions and themes are restated in a narrative or qualitative report. This narrative approach may include a chronological discussion of events, particular themes, or relationships between themes.

6. Interpreting or giving meaning to data

This final step helps researchers uncover the essence of an idea. Interpretation can also be a meaning obtained by comparing research results with information from literature or theory.

RESEARCH RESULTS AND DISCUSSION

Effectiveness of the Function of the Liaison Agency of the Bangka Belitung Islands Province Satisfaction

Table 4.5 contains the recapitulation results of the Internal Satisfaction Survey of Liaison Agency Services from 2021 to 2024:

Table 4.4 Recapitulation of the Results of the Bangka Belitung Province Liaison Agency Service Satisfaction Survey 2021 – 2024

No	Types of Service Surveys	Survey Results (%)			
		2021	2022	2023	2024
1	Liaison Agency Internal Satisfaction Survey	77%	81%	82%	87%

Source: Strategic Plan 2023 - 2026

Based on Table 4.4 regarding the Recapitulation of the Results of the Bangka Belitung Province Liaison Agency Service Satisfaction Survey from 2021 to 2024, it can be concluded that there is a consistent increasing trend in the level of satisfaction from the internal side. This reflects that employee or internal party satisfaction with the service and performance of the Liaison Agency has improved significantly from year to year. Overall, this positive trend shows that the strategies and programs implemented during the period were effective in increasing stakeholder satisfaction, both internal and external.

Gibson et al. (1991:93), highlighted that user satisfaction is an important indicator in assessing organizational effectiveness. In the context of the Liaison Agency, although the overall quality of service is considered adequate, the quality of communication and speed of service still need to be improved in order to optimally meet community expectations. Surveys showing increasing satisfaction from year to year (especially in 2024) illustrate that although there are shortcomings that need to be fixed, the organization has made significant progress in terms of improving the quality and speed of service.

Continuous improvement in the quality and speed of service is very important to maintain the effectiveness of the organization in the long term. Therefore, despite the positive

improvements, the Liaison Agency needs to continue to improve their service system to be more efficient and targeted.

The assessment of the Bangka Belitung Islands Provincial Liaison Agency showed several significant weaknesses both internally and externally. Although work facilities are available, comfort and utilization of technology are still inadequate, thus hampering employee productivity. From the external side, although access to information already exists, the effectiveness of delivery is very limited and unable to reach the wider community. The use of social media is also less than optimal, so that important information is often late or does not reach the desired target audience.

The survey of satisfaction with the Shelter House service indicates that dissatisfaction is still high, mainly due to the lack of staff and non-strategic locations, which make it difficult for the public to access. Inefficient administrative and documentation processes are also serious obstacles to service. Although there is an increasing trend in internal satisfaction, the figures still do not reflect adequate performance, and many improvements are still needed in the system and management.

Productivity and Performance

The following are details of the work volume and also the achievement of work targets owned by each Section Head at the Bangka Belitung Province Liaison Agency for the period 1 January – 31 December 2024:

Table 4.5 Details of Work Volume and Achievement of Work Targets for Section Heads for the Period 1 January – 31 December 2024

No	Sexy	Job Target	Work Realization	Assessment of the Head of Liaison Agency
1	Sub Division of General Administration	25 Documents 1957 File	33 Documents 2260 Files	Good, As Expected
2	Public Relations and Protocol Section	98 Reports	454 Reports	Good, As Expected
3	Promotion and Arts and Culture Section	243 Reports	255 Reports	Good, As Expected
4	Inter-Institutional Relations Section	95 Reports	95 Reports	Good, As Expected

Source: Employee Performance Targets 2024

Based on Table 4.5 regarding the Details of Work Volume and Achievement of Work Targets of the Head of Section for the period 1 January to 31 December 2024, it can be concluded that all sections within the Bangka Belitung Provincial Liaison Agency have succeeded in meeting and even exceeding the work targets that have been set.

The General Administration Sub-Section, which targeted the completion of 25 documents and 1957 files, succeeded in realizing 33 documents and 2260 files, showing an achievement that exceeded the target. The Public Relations and Protocol Section, which targeted 98 reports, was able to realize 454 reports, showing very high performance. The Promotion and Arts and Culture Section also showed positive achievements with a target of 243 reports and the realization of 255 reports.

Meanwhile, the Inter-Institutional Relations Section successfully realized its work according to target, namely 95 reports. The Head of the Liaison Agency's assessment of the entire realization of this work was "Good, According to Expectations", which indicates that all work units showed optimal performance and were in accordance with the leadership's expectations. Overall, this table shows that the implementation of tasks in all sections was effective, with a satisfactory level of achievement.

Although the achievement of targets in Table 4.5 shows good results in terms of the quantity of reports or documents produced, there is an important shortcoming in this assessment method, namely that the assessment is only based on the number (quantity) without considering the quality of the work. An assessment that only focuses on the number of reports does not provide a comprehensive picture of the extent to which the reports meet quality standards, content accuracy, relevance to organizational goals, and their impact on improving services or decision making.

The target achievement with a value of 80 was only realized at 73.92, this was due to the lack of understanding and concern as well as mapping of employee duties and functions, resulting in overlapping and an unbalanced/unsuitable workload for employees, as well as a lack of cooperation from all employees which caused many obstacles related to supporting data in the SAKIP assessment.

The value has increased from the previous year which was only 72.94. Based on the achievement of this SAKIP value, we can conclude that although the work volume and targets of the Liaison Agency have been achieved and increased, the overall assessment still needs improvement and refinement in several areas. One of the factors that hinders this achievement is the limited resources, both in terms of personnel and budget, which causes several programs to not be implemented according to the initial planning.

The Bangka Belitung Islands Provincial Liaison Agency has successfully met and even exceeded the work volume targets in various sections, with performance assessments considered "good, according to expectations." However, the performance evaluation focuses more on the quantity of work without considering the quality, accuracy, or impact of the work results. This poses the risk of excessive focus on numbers without substantial improvements in the quality and effectiveness of work.

In addition, the achievement of the work program as measured by the SAKIP value is still below the target, which is 73.92 from the target of 80, with the main causes being a lack of understanding of tasks, overlapping functions, uneven workload, and limited human resources and budget. Although there was an increase from the previous year, these results indicate that the Liaison Agency still faces significant challenges in improving overall performance, especially in terms of quality and operational efficiency.

Efficiency in Budget and Resource Management

Based on the percentage of budget usage, it can be concluded that the promotion and Arts and Culture section has worked well. However, there is a potential to re-evaluate the amount of the budget for activities such as regular business trips that take up a fairly large allocation (26%) to be more focused on concrete results, as well as ensuring that the rental of general equipment and hotels is in accordance with the real needs of the activities carried out.

Regular business trips (25%) and vehicle rentals (12%) show a focus on official mobility while carrying out official duties. And the use of budgets for hotel rentals (4%) and intra-city business trips (9%) shows careful and efficient management. Although licensing and taxes only absorb 3% of the total budget, it is still an important part of the smooth running of activities. Overall, the use of this budget is in accordance with the duties and functions of the Public Relations and Protocol section in supporting the smooth running of official duties.

This is in accordance with Gibson's principle which states that the resources owned by the organization must be applied appropriately to ensure maximum productivity and efficiency. Adopting the right technology is the key to achieving organizational goals effectively. Therefore, even though technology is already used quite well, it is important for the Liaison Agency to continue to develop and update the existing system to optimize work efficiency.

Overall, although the use of technology in the Bangka Belitung Islands Province Liaison Agency has been quite helpful in increasing work efficiency, there is still room for improvement, both in terms of the technology itself and in terms of HR mindset. Technological updates and increasing HR capabilities to adapt to technological changes will further strengthen the effectiveness of the Liaison Agency's work in the future.

Ability to Adapt to Change and Challenges

The Bangka Belitung Islands Province Liaison Agency has implemented a number of innovations, such as the use of the SIRUSIP application to facilitate access to shelter and ambulance services, as well as the use of barcode-based digital technology for promotions at Taman Mini Indonesia Indah (TMII). The use of social media platforms and websites also shows how the Liaison Agency utilizes digital technology to improve external communication and introduce the image of regional culture and tourism.

True innovation is not only aimed at introducing new technology, but also at improving the performance and effectiveness of the organization. In the Liaison Agency, the implementation of a digital-based management system has enabled more efficient data and information management, as well as better coordination between sections. Thus, the technological innovation implemented not only accelerates the administrative process, but also improves the organization's ability to adapt to increasingly complex work dynamics.

This innovation has had a significant impact on work effectiveness, especially in terms of increasing the speed and reach of communication. Liaison Agency employees also feel the benefits of using technology, as it allows them to work more efficiently and reduce dependence on time-consuming manual processes. However, the challenge that remains is ensuring that all employees can make optimal use of technology, as well as overcoming technical obstacles that sometimes arise in the digitalization process.

The Liaison Agency has demonstrated a good ability to adapt to changes in policy and internal and external dynamics, with staff able to adjust, although the adaptation process sometimes requires time and team support. However, major challenges remain, especially related to changes in policy from the central government that have an impact on activity restrictions and the need to adjust regulations that sometimes cause confusion and delays in information.

Innovation in this organization has been implemented in several forms of technology and digital management systems, such as the SIRUSIP application and barcode-based promotions at TMII, which help improve work efficiency and communication. However, the implementation of innovation still faces obstacles such as lack of employee enthusiasm, variations in the quality of human resources, and obstacles in accepting and implementing change.

Human Resource Development and Work Systems

Although employee competency training and development is a concern of the Liaison Agency, the efforts made are still far from adequate. The current HR recruitment, promotion, and development system is still not transparent and accountable, which has the potential to reduce the quality of human resources and have a negative impact on organizational performance. Limited budget for training is also a serious obstacle in improving employee competency optimally.

In addition, although promotion opportunities exist, the system does not seem entirely fair and still relies on closeness to the leader, not solely on performance and competence. The lack of a clear and directed mechanism in HR development makes it difficult to maximize employee potential, so that the organization fails to utilize human resources effectively to face existing challenges.

Supporting and Inhibiting Factors in the Implementation of the Functions of the Liaison Agency of the Bangka Belitung Islands Province

The implementation of the Liaison Agency function in the Bangka Belitung Islands Province is a crucial aspect in ensuring smooth coordination and communication between the regional government and the central government and various other stakeholders. The success of the Liaison Agency in carrying out its duties cannot be separated from the existence of supporting factors that can strengthen capacity, facilitate work processes, and increase synergy between institutions. These factors can be in the form of competent human resources, adequate information technology support, and clear and synergistic policies.

Then the implementation of the function also faces a number of obstacles that can hinder the effectiveness of work, such as budget constraints, complex bureaucracy, and communication constraints across geographical regions consisting of islands. Therefore, a deep understanding of these supporting and inhibiting factors is very important to formulate the right strategy to improve the performance of the Liaison Agency, so that it can contribute optimally to development and governance in the Bangka Belitung Islands Province.

Supporting Factors for the Implementation of the Functions of the Liaison Agency of the Bangka Belitung Islands Province

1. Work environment

The interview results showed that most employees (three out of four informants) felt quite satisfied to satisfied with the working conditions, facilities, and environment at the Bangka Belitung Islands Provincial Liaison Agency. This shows that a positive work environment contributes to employee satisfaction, in accordance with Gibson's theory. If employees feel comfortable with the physical facilities and interpersonal relationships available, they are more motivated and tend to work more efficiently.

2. Effectiveness of coordination between sections

The Liaison Agency of the Bangka Belitung Islands Province based on the results of the interview showed that coordination between sections was running quite well, with staff and heads of sections feeling that coordination between sections was running smoothly. Despite the limitations of human resources, the Liaison Agency was considered successful in bridging regional and central coordination.

According to Gibson et al. (1991), coordination between sections or internal coordination is an important factor in increasing organizational effectiveness. Good coordination between sections will ensure that all units in the organization work synergistically and support the achievement of common goals. In an effective organization, each section or part has a clear understanding of their respective tasks, responsibilities, and priorities, and communicates smoothly to ensure the smooth implementation of the work program.

3. Utilization of technology

This reflects how technology not only functions in internal administration, but also in promotional strategies to improve the image and competitiveness of the province. The use of technology also plays an important role in the process of delivering information to external parties. The use of technology by the Liaison Agency plays an important role in accelerating, simplifying, and expanding the reach of the process of delivering information to external parties.

4. Training and Education

An evaluation of the existing training programs shows that although the Liaison Agency has provided various relevant trainings, such as managerial training and technological training, there are some shortcomings that need attention. Based on the research results that better HR management and work systems so that employees feel more satisfied and organizational performance can increase. Improvements in this case include aspects of training, management, and policies that support employee competency development.

Inhibiting Factors Implementation of the Function of the Liaison Agency of the Bangka Belitung Islands Province

1. Work facilities

Cost of living allowance is a type of allowance given by a company or government to employees or staff to cope with the high cost of living, especially in areas with a higher cost of living compared to other areas. This allowance is generally given to offset the increase in the price of goods and services in a region, so that employees can still meet their living needs properly.

Evaluation of these facilities shows that good quality and availability of facilities can improve employee comfort and affect their efficiency in working. Employees who feel comfortable with the workspace and facilities provided tend to be more motivated and have high spirits in carrying out their duties.

In fact, based on Article 80 of ASN Law Number 5 of 2014, it is stated that in addition to salary, civil servants also receive high cost allowances which are paid according to the high cost level based on the price index applicable in each region.

2. Workload

One of the problems faced by the Bangka Belitung Islands Province Liaison Agency is the limited human resources and the lack of interest in new employees who are ready to be placed in Jakarta. Based on an interview with the Head of BKPSDM, although the Liaison Agency has submitted a request for additional employees, the difficulty in finding new employees who are interested in being placed in Jakarta worsens the distribution of the workload.

According to Gibson et al. (1991), the availability of sufficient human resources is very important to ensure the effectiveness of the organization. Organizations that have sufficient employees with appropriate competencies will find it easier to distribute tasks fairly and avoid excessive workloads on some employees. When organizations are understaffed, as happened in the Liaison Agency, uneven workloads can hinder work effectiveness.

In this case, an evaluation of the workload at the Provincial Liaison Agency is necessary because of the gap in the division of tasks among employees. Excessive workload can cause high levels of stress in employees, which in turn will impact job satisfaction and productivity.

Employees who feel burdened with unbalanced tasks tend to experience decreased motivation, physical and mental fatigue, and high levels of stress. Therefore, the Liaison Agency needs to re-evaluate the division of workload and ensure that each employee is given tasks that are in accordance with their capacity and expertise.

3. Lack of Budget

In an interview, the Head of the Liaison Agency explained that the challenge of budget efficiency is both an opportunity and a challenge. They address this by increasing collaboration between agencies and utilizing CSR funds from state-owned enterprises or large companies. This reflects an effort to ensure that despite a limited budget, the Liaison Agency can still use external resources wisely, in accordance with the principles of organizational effectiveness explained by Gibson.

Budget realization in general can be seen that the majority of work programs have shown quite good budget absorption, with achievements above 80% for most activities. The program with the highest level of budget realization is the Regional Asset Maintenance Activity Supporting Regional Government Affairs, which reached 91.81%, followed by the Regional Apparatus Personnel Administration Activity of 90.00%, and the Liaison Service Implementation Activity of 86.65%. This high percentage indicates that the management and utilization of the budget in these sectors is carried out quite optimally in accordance with the needs of the implementation of the activities.

However, not all programs show high budget absorption performance. The Planning, Budgeting, and Evaluation of Regional Apparatus Performance activities were recorded as having the lowest budget realization rate, which was only 60.56%. This low figure indicates constraints in budget use that may be related to factors such as inconsistency between planning and actual needs, changes in activity priorities, or limitations in program execution. This condition needs special attention, considering that planning and evaluation are the main foundations for ensuring that the entire government management process runs effectively.

In terms of the realization of activity targets, it can be observed that several programs were able to achieve 100% of the target even though not all of their budgets were fully absorbed. For example, the Planning, Budgeting, and Performance Evaluation Activities, Provision of Supporting Services for Regional Government Affairs, and Maintenance of Regional Property managed to achieve the activity target of 100%. This shows efficiency in program implementation, where the output produced remains optimal even though the budget usage is more efficient. However, it should be remembered that achieving quantitative targets alone does not always reflect complete success, because the quality aspect of the output must also be considered more carefully.

Meanwhile, several other programs showed that the realization of activity targets was not optimal. Programs such as Regional Apparatus Financial Administration, Regional Apparatus General Administration, and Regional Apparatus Personnel Administration only achieved 75% of the activity target, and the Implementation of Liaison Services reached 80%. This indicates that there is still room for improvement in the effectiveness of activity implementation, both in planning, organizing resources, and technical implementation in the field. This condition also shows that high budget absorption is not always directly proportional to the achievement of work results, so there needs to be a more detailed evaluation of the obstacles faced during the implementation process.

One of the main indicators according to Gibson is careful planning in the use of resources. If budget planning is done well, the organization will be able to use the budget optimally, without waste. Based on the data in Table 4.6, we can see that most of the Liaison Agency programs have achieved good budget absorption and are in accordance with activity needs. This is because effectiveness is not only measured by budget absorption, but also by the results achieved.

4. Promotion and Career Opportunities

Based on interviews with several sources, it was revealed that although there are promotion opportunities, there are several challenges related to the echeloning system, HR management, and reward mechanisms that need to be improved to increase employee motivation and performance.

Several obstacles in the promotion system were also expressed by the resource person, one of which was related to transparency and accountability in the promotion process. The Head of BKPSDM explained that human resource development in Bangka Belitung still needs to be improved. In addition, a promotion system that is not fully based on performance and competence can cause dissatisfaction among employees, who feel that promotion opportunities are not based on real work results. This can reduce employee motivation to achieve higher.

Gibson et al. (1991:33), emphasize that the opportunity to develop and gain promotion based on competence and performance is one of the factors that determine employee motivation. An effective organization must be able to provide opportunities for employees to develop in their careers, so that they feel appreciated and motivated to make the best contribution. A fair promotion system based on objective performance appraisal is essential

in creating an effective organization. In addition, a performance-based reward mechanism can improve employee motivation and performance.

CONCLUSION

Based on the results of the research and discussion in chapter 4, it can be concluded that: The implementation of the function of the Bangka Belitung Islands Province Liaison Agency based on the organizational effectiveness indicators of Gibson et al. (1991) has been running quite effectively but still faces a number of structural and operational challenges. The level of employee satisfaction at the Liaison Agency of the Bangka Belitung Islands Province is still not good. Less modern work facilities and the absence of expensive allowances affect employee welfare. The workload is uneven due to a lack of staff, although the work environment is quite conducive. Services to the community and students are considered quite good, but the effectiveness of information delivery and Shelter services need to be improved. The Liaison Agency is able to meet and exceed the target volume of work, but the focus of the assessment is still on quantity without considering quality, which risks reducing long-term effectiveness. The SAKIP value increased but is still below target due to problems with task mapping, workload distribution, and suboptimal coordination between sections. Budget management shows good realization achievements and adequate efficiency, with external collaboration to overcome limited funds. However, the use of digital technology is still not optimal, both internally and externally, and changes in the mindset of ASN towards technology are the main challenges. The Liaison Agency is able to adapt to changes in policies and the work environment thanks to the support of the team and good collaboration, although there are obstacles such as limited information and resources. Innovations such as the SIRUSIP application and digital promotion at TMII have begun to be implemented, but still face obstacles in employee motivation and HR quality that need to be improved. Human Resources Development and Work Systems: Efforts to develop employee competency through continuous training have been carried out despite limited budgets. The recruitment and promotion system is still less transparent and performance-based, which affects employee motivation. The organizational structure also needs to be strengthened to face new workloads and challenges such as the planned relocation of the capital city. Supporting factors for the effectiveness of the function of the Bangka Belitung Islands Province Liaison Agency include a positive work environment with harmonious interpersonal relationships and a supportive organizational culture that plays an important role in creating employee comfort and productivity. Most employees are satisfied with the working conditions and facilities, although there is still room for improvement, especially in communication between employees and superiors. Clear and open vertical communication supports smooth tasks and cooperation. Coordination between sections in the Liaison Agency runs quite well and supports the achievement of organizational goals, although constrained by limited human resources. Relations with other agencies also run smoothly, but it is necessary to strengthen the role of the Liaison Agency as a communication bridge between regional and central governments to improve the effectiveness of development program coordination. Technology has been used to improve work efficiency and service quality, including management

information systems and service applications such as SIRUSIP. However, the effectiveness of technology is not optimal and still requires further updates and innovation. Technology is also used in regional promotion through social media and digital information at TMII, expanding the reach of external communication. Continuous training is important to improve employee competence, despite a limited budget. The Liaison Agency is committed to providing training and supporting facilities, both formally and independently. However, it is still necessary to improve HR management and work systems so that employees are more satisfied and organizational performance increases significantly. In addition, there are several things that are inhibiting factors in the Limited work facilities such as outdated technological devices (computers, laptops, printers) and the absence of expensive allowances for ASN in Jakarta are the main obstacles. This condition reduces productivity and operational smoothness, thus hampering the function of the Liaison Agency as a liaison between the central and regional governments. Employees feel the need for facility updates and welfare improvements to support work motivation. Unbalanced workloads that sometimes do not match employee competencies are significant problems. The number of PNS employees is limited, especially in sections with major responsibilities such as Promotion and Inter-Institutional Relations, causing employees to work extra hard. The gap between employee duties and capacity risks reducing work effectiveness and employee satisfaction. Difficulty adding new employees due to lack of interest in Jakarta worsens the distribution of workload. Limited budget is a challenge, but the Liaison Agency is trying to overcome it with external collaboration and utilizing CSR funds. Budget realization for most programs is quite good (above 80%), However, several programs experienced obstacles in budget absorption and activity implementation. Efficiency was achieved in several programs, but output quality must also be considered. Promotion opportunities in the Liaison Agency are still open, but the promotion system is considered not yet transparent and not fully based on performance and competence, which reduces employee motivation. The current organizational structure is not in accordance with the complexity of tasks and workloads, so an increase in echelons is needed. The reward mechanism and echeloning system also need to be improved to support career development and improve employee performance. Suggestions for further researchers regarding the effectiveness of the Liaison Agency function are to be able to develop research by expanding or deepening aspects of the Liaison Agency function that are directly related to public services as one of the basic functions of government to accommodate the needs of basic community services in the health sector such as shelters and in the education sector such as student dormitories, both of which are under the auspices of the Liaison Agency of the Bangka Belitung Islands Province, where in this study these things have not been developed comprehensively.

REFERENCES

- Achmad KM, Mansyur & M. Baharuddin Zubakhrum. (2024). *Administrasi Pemerintahan Daerah*. Jombang: Aksara Sastra Media
- Ana Widyastuti, dkk. (2020). *Manajemen Berbasis Sekolah: Konsep, Strategi, dan Perencanaan*. Medan: Yayasan Kita Menulis.

- Aromatica, Desna & Arip Rahman Sudrajat. (2021). *Teori Organisasi : Konsep, Struktur & Aplikasi*. Banyumas:CV. Amerta Media
- Clauser, J. (2008). *An Introduction to Intelligence Research and Analysis*. Maryland: Scarecrow Press, Inc.
- Creswell, J. W. (2013). *Research Design Pendekatan Kualitatif, Kuantitatif, dan Mixed*. Yogyakarta: Pustaka Pelajar.
- Gibson, James L, Ivancevich, John M. (1991). *Organisasi : Perilaku, Struktur, Proses*. Jakarta : Erlangga
- Jaelani. (2021). *Teori Organisasi*. Semarang : Yayasan Prima Agus Teknik.
- Joko, Enny Abadi, Arifuddin Mane,& Herminawaty Abubakar. (2022). *Efektivitas Pemungutan PKB dalam Peningkatan Pajak Daerah*. Makassar : Chakti Pustaka.
- Mahmudi. 2016. *Analisis Laporan Keuangan Pemerintah Daerah. Edisi Ketiga Cetakan Pertama*. Penerbit : Unit Penerbit dan Percetakan Sekolah Tinggi Ilmu ManajemenYKPN, Yogyakarta
- Nasution. (2009). *Metode Research (Penelitian Ilmiah)*. Jakarta: Bumi Aksara.
- Noor, Muhammad. (2022). *Memahami Desentralisasi Indonesia*. Yogyakarta : Interpena
- Nurdin, I., & Hartati, S. (2019). *Metodologi Penelitian Sosial*. Surabaya: Media Sahabat Surabaya.
- Rainey, H. G. (2003). *Understanding and Managing Public Organizations (3 rd. Edition)*. San Francisco: Jossey- Bass.
- Sina, I. (2022). *Metodologi Penelitian*. Bandung: Widina Bhakti Persada Bandung.
- Steers, M. Richard. 2015. *Efektifitas Organisasi*. Jakarta: Erlangga.
- Sugiyono, (2012), *Memahami Penelitian Kualitatif*, Alfabeta, Bandung.
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: PT Alfabet.
- UNDP, *Decentralized Governance Programme: Strengthening Capacity for People-Centered Development, Management Development and Governance Division*, Bureau for Development Policy, September 1997.
- Wursanto. (2005). *Dasar-dasar ilmu organisasi*. Jakarta: Andy
- Abdullah, Z., Giyanto, B., & Nurdin, N. (2024). Strategi peningkatan kinerja pegawai pada Badan Penghubung Daerah Provinsi Jambi. *Jurnal Pembangunan dan Administrasi Publik*, 6(2), 85–87.
- Aryani, Y. W. (2018). *Analisis Rasio Derajat Desentralisasi Fiskal dan Rasio Kemandirian Keuangan Daerah dalam Mengukur Kinerja Keuangan Daerah pada Kabupaten Karawang Tahun Anggaran 2012-2016* [Skripsi dipublikasikan]. UIN Sunan Gunung Djati Bandung.
- Ariyanto, D. (2018). Koordinasi kelembagaan dalam meningkatkan efektivitas Badan Penanggulangan Bencana Daerah. *Journal of Management Review*, 2(1), 161–171.
- Budiarto, D. S., Setyaningrum, A. D., & Sari, R. P. (2020). Akuntabilitas pengelolaan dana desa dan faktor anteseden yang mempengaruhinya. *Wahana: Jurnal Ekonomi, Manajemen dan Akuntansi*, 23(2), 145–159. <https://doi.org/10.35591/wahana.v23i2.240>

- Grindle, M. S. (2004). *Good Enough Governance: Poverty Reduction and Reform in Developing Countries*. Governance, 17, 525–548. <https://doi.org/10.1111/j.0952-1895.2004.00256.x>
- Hartono, D. A., & Pohan, H. T. (2023). Evaluasi penyerapan anggaran pada Kantor Badan Penghubung Daerah Provinsi Jawa Timur di Jakarta tahun anggaran 2021. *Jurnal Ekonomi Trisakti*, 3(1), 1267–1276. <https://doi.org/10.25105/jet.v3i1.15992>
- Hermana, M. A., & Jaya, D. P. (2021). Efektivitas Badan Pengawas Pemilihan Umum dalam penanganan pelanggaran pada pemilihan umum tahun 2019. *Al-Imarah: Jurnal Pemerintahan dan Politik Islam*, 6(2), 248–253.
- Rachman, N. (2018). Meninjau kembali teorisasi mengenai desentralisasi, community-driven development, dan kapitalisasi agraria. *Bhumi: Jurnal Agraria dan Pertanahan*. <https://doi.org/10.31292/jb.v4i1.212>
- Sasauw, C., Gosal, R., & Waworundeng, W. (2018). Efektivitas Badan Usaha Milik Desa (BUMDes) dalam meningkatkan kesejahteraan masyarakat di Desa Lenganeng Kecamatan Tabukan Utara Kabupaten Kepulauan Sangihe. *Eksekutif: Jurnal Jurusan Ilmu Pemerintahan*, 1(1).
- Simanullang, R. N. S. R., Adimulyo, R. A., Wisesa, S. P., Wardani, S., & Faisal, M. (2022). Efektivitas Badan Penghubung dalam memfasilitasi urusan Pemerintah Daerah dan pembangunan kepada Pemerintah Pusat. *Pallangga Praja*, 4(1), 89–91.
- Sudrajat, R. K., Setyowati, E., & Sukanto. (n.d.). Efektivitas penyelenggaraan e-government pada Badan Pelayanan Perizinan Terpadu Kota Malang. *Jurnal Administrasi Publik (JAP)*, 3(12), 2145–2151.
- Wamea, S., Nurdin, N., & Karunia, R. L. (2024). Analisis kinerja pegawai pada Kantor Badan Penghubung Provinsi Papua Barat di Jakarta 2023. *Journal of Public Policy and Applied Administration*, 6(1), 31–33.
- Undang-Undang Dasar Republik Indonesia Tahun 1945.
- Undang-Undang Republik Indonesia Nomor 27 Tahun 2000 tentang Pembentukan Provinsi Kepulauan Bangka Belitung.
- Undang-Undang Republik Indonesia Nomor 23 Tahun 2014 tentang Pemerintahan Daerah.
- Peraturan Pemerintah Republik Indonesia Nomor 18 tahun 2016 tentang Perangkat Daerah.
- Peraturan Pemerintah Republik Indonesia Nomor 33 tahun 2018 tentang Tugas dan wewenang Gubernur sebagai wakil pemerintah pusat.
- Peraturan Gubernur Nomor 07 Tahun 2021 tentang Kedudukan, Susunan Organisasi, Tugas dan Fungsi serta Tata Kerja Badan Daerah Provinsi Kepulauan Bangka Belitung.
- Dokumen Pelaksanaan Anggaran Badan Penghubung Provinsi Kepulauan Bangka Belitung Tahun Anggaran 2022.
- Dokumen Pelaksanaan Anggaran Badan Penghubung Provinsi Kepulauan Bangka Belitung Tahun Anggaran 2023.
- Dokumen Pelaksanaan Anggaran Badan Penghubung Provinsi Kepulauan Bangka Belitung Tahun Anggaran 2024.
- <http://penghubung.babelprov.go.id>