



Employee Coordination in Carrying Out Duties and Functions at the Regent's Official Residence in Bone Bolango Regency

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Abstract

Coordination failure in local government operational units remains a persistent yet underexplored governance challenge, particularly at the micro-organizational level where service delivery consequences are most immediate. This study examines employee coordination at the Regent's Official Residence of Bone Bolango Regency, Indonesia, across three analytical dimensions: unity of action, communication quality, and clarity of task division. Using a qualitative descriptive design, data were collected through observation, semi-structured interviews with nine purposively selected informants, and document analysis, and analyzed using the interactive model of Miles, Huberman, and Saldaña. The findings show that coordination failure is structural rather than individual. Formal coordination mechanisms fail to generate behavioral alignment, geographic distance and infrastructural constraints weaken communication, and role ambiguity fosters free-riding, accountability diffusion, and fragmented task execution. These deficits interact in a self-reinforcing cycle that sustains coordination breakdown. The study contributes to coordination theory by extending empirical analysis to the micro-operational level of district government, identifying geographic distance as a critical structural barrier, and demonstrating how role ambiguity generates collective organizational dysfunction. Effective coordination improvement therefore requires integrated intervention across communication infrastructure, role design, and supervisory accountability.

Keywords: Communication quality; Employee coordination; Local government; Organizational coordination; Role ambiguity

Introduction

Decentralization has fundamentally restructured the architecture of public governance in Indonesia, repositioning district governments as the primary institutional interface between the state and its citizens. Under Law Number 23 of 2014 on Regional Government, sub-district and urban ward administrations are formally constituted as integral components of autonomous regional governance, bearing direct responsibility for the quality and continuity of public service delivery. The underlying logic of this arrangement is straightforward: decentralization is intended to bring governance closer to citizens, while district-level institutions, as the frontline administrative tier, are expected to translate that proximity into tangible service outcomes.

Yet proximity to citizens does not automatically translate into the capacity to serve them effectively. Empirical evidence from Indonesia's decentralization trajectory shows that local government capacity, spanning analytical, operational, and political dimensions, is a significant determinant of public service delivery quality ([Setiawan et al., 2022](#)). More

structurally, more than 80 percent of regional revenues continue to derive from central government transfers through the General Allocation Fund and Special Allocation Fund, leaving most districts with limited fiscal autonomy in practice ([Lewis, 2023](#)). Under these conditions, optimizing internal organizational resources, particularly the coordination capacity of civil servants, becomes one of the few strategic levers that district governments can actively strengthen. Government performance is shaped less by budgetary scale than by the quality of coordination systems and the clarity of task distribution within and across work units ([Mohangi & Nyika, 2023](#)).

Coordination is not a peripheral concern in organizational theory. Rather, it is the mechanism through which the structural division of labor is reconciled with the imperative of collective output. Defined as the integration of distinct actions in a temporally aligned manner toward shared organizational goals, coordination in public bureaucracies typically operates through hierarchical mechanisms, including chains of command, standardized operating procedures, and centralized planning authority ([Kårtvedt, 2024](#); [Syarien & Samarah, 2023](#)). The effectiveness of these mechanisms, however, is heavily conditioned by the quality of vertical and horizontal communication between organizational actors. Study of regional public organizations that relational preconditions, including mutual understanding, open communication channels, and shared situational awareness, are among the strongest predictors of coordination quality, even within formally hierarchical arrangements ([Davoudi & Johnson, 2024](#)). Where these relational conditions are absent, coordination deteriorates rapidly. Information asymmetries widen, operational responses become delayed or misaligned, and the coherence of collective action weakens ([Elston & Zhang, 2025](#)). These problems are further intensified by culturally embedded barriers within bureaucratic institutions, where status hierarchies and compartmentalized work cultures discourage proactive communication across unit and role boundaries. This pattern has been widely documented in studies of intergovernmental coordination. The result is the emergence of what may be understood as the “blind spots” of public bureaucracy, namely persistent forms of non-coordination that are structurally reproduced rather than individually chosen ([Bach & Wegrich, 2019](#)).

At the micro-organizational level, coordination effectiveness is strongly shaped by the clarity of task division and the presence of unified direction among employees. Role ambiguity, defined as a condition in which employees lack sufficient information regarding the scope, expectations, and boundaries of their responsibilities, has been widely recognized as a hindrance stressor that directly undermines organizational performance and individual accountability ([Verlinden et al., 2023](#)). In public sector settings, role ambiguity may contribute to policy alienation, characterized by disengagement from implementation processes and weakened ownership over organizational outcomes ([Verlinden et al., 2023](#)). When role boundaries remain unclear, employees are more likely to delay initiative, shift responsibilities to colleagues, and produce outputs below expected standards. This pattern reflects what coordination theory identifies as free-riding under conditions of diffuse accountability ([Kamijo & Nakama, 2023](#)). By contrast, structured communication, managerial clarity, and clearly defined roles have been shown to strengthen employee engagement, improve task coherence, and sustain performance consistency across public sector organizations ([Rahmadani & Winarno, 2023](#); [Zahari & Kaliannan, 2023](#)).

Despite the richness of this theoretical terrain, the empirical literature on public sector coordination remains uneven in its focus. Most existing studies examine coordination at the macro level, particularly in relation to inter-agency alignment, cross-institutional governance, and the integration of digital systems into government operations ([Davoudi & Johnson, 2024](#); [Febriyanti et al., 2023](#); [Syarien & Samarah, 2023](#); [Tambunan et al., 2023](#)). By contrast, intra-unit coordination at the micro-operational level remains

comparatively underexplored, particularly within work units characterized by high task interdependence, protocol-driven timelines, and compressed response requirements. This gap is important because coordination failures at the operational level do not simply mirror macro-level coordination problems in smaller form. Instead, they emerge from context-specific conditions, including simultaneous multi-role preparation under time pressure, the need for tight sequencing across interdependent tasks, and the organizational consequences of a single communication failure disrupting broader operational performance. These dynamics require closer empirical attention to better understand how coordination failures emerge and reproduce within everyday bureaucratic practice.

This study addresses this gap by examining employee coordination at the Regent's Official Residence of Bone Bolango Regency, a work unit operating under the Regent's Household Sub-Division within the General Affairs Division. This unit performs strategic operational functions, including maintaining the Regent's official residence, providing accommodation and hospitality for government events and official guests, managing facilities and infrastructure, and preparing technical and logistical support for the Regent's official activities. Preliminary observations indicate a persistent pattern of task delays and operational inefficiencies. Assignments frequently exceed established deadlines, while event preparations often fail to meet expected institutional standards. The operational chain, spanning communication from the protocol unit to sub-division leadership and operational staff, is repeatedly disrupted by communication breakdowns. In several cases, employees completed full preparatory mobilizations for scheduled events despite cancellations that had not been communicated in time. Beyond communication failures, employees demonstrate weak unity of action, often working in isolation rather than coordinating with colleagues responsible for related tasks. At the same time, unclear task allocation contributes to persistent work-shifting and diffuse accountability. From a principal-agent perspective, these conditions reflect severe information asymmetry in bureaucratic execution, where supervisors face limited monitoring capacity and frontline employees operate without sufficient information to perform tasks effectively and accountably.

Accordingly, this study investigates how coordination failures emerge and persist within the Regent's Official Residence of Bone Bolango Regency through three analytical dimensions: unity of action, communication quality, and task clarity. By shifting attention from macro-level coordination to micro-operational bureaucratic practice, this study contributes to public administration scholarship by providing grounded evidence on how coordination failures reproduce inefficiency and weaken governance outcomes in decentralized local government settings.

Methods

This study employed a qualitative descriptive design to examine employee coordination in the execution of duties and functions at the Regent's Official Residence of Bone Bolango Regency. A qualitative approach was considered appropriate because coordination, as the phenomenon of interest, is inherently socially embedded shaped by everyday interactions, communication practices, relational dynamics, and task execution patterns that resist reduction to numerical variables. Rather than testing predefined hypotheses, this design enabled an in-depth, contextually grounded exploration of how coordination dynamics were experienced, interpreted, and enacted by employees within their natural organizational setting.

Research Site and Participants

The study was conducted at the Regent's Official Residence of Bone Bolango Regency, a work unit operating under the Regent's Household Sub-Division within the General Affairs Division. The unit carries strategic operational functions including residential maintenance, hospitality and event preparation, facility management, and technical support for the Regent's official activities functions whose execution demands close, multi-role coordination under time pressure.

Participants were selected through purposive sampling based on three explicit criteria: direct involvement in the day-to-day operational and coordination processes of the unit, occupancy of a role with observable inter-dependency with at least one other functional position, and a minimum of one year of tenure in the current post. A total of nine informants participated in the study, comprising managerial personnel responsible for task delegation and supervision, administrative staff serving as communication intermediaries, and operational employees responsible for direct task execution. This composition ensured that data captured perspectives across all hierarchical levels and functional roles relevant to the coordination process under investigation.

Data Collection

Data were collected through three complementary techniques: direct observation, semi-structured interviews, and document analysis. Direct observation was conducted in the natural work setting to document coordination practices as they actually unfolded in daily operations, including patterns of inter-role communication, sequences of task execution, and points of operational disruption. This technique was essential for capturing what employees do in practice, rather than solely what they report doing. Semi-structured interviews served as the primary source of data and were conducted individually with all nine informants. The interview protocol addressed three thematic areas corresponding to the study's analytical dimensions: unity of action, communication quality, and clarity of task division. The semi-structured format provided sufficient consistency for cross-informant comparison while preserving the flexibility necessary for deeper probing of context-specific accounts. Document analysis was employed as a complementary technique, involving examination of institutional records, procedural guidelines, and relevant official documents to contextualize and corroborate the primary interview data.

Data Analysis and Trustworthiness

Data analysis followed the interactive model proposed, proceeding through three concurrent and iterative stages. In the data reduction stage, interview transcripts, observational field notes, and documentary materials were systematically coded and filtered to isolate information directly relevant to the study's three analytical dimensions: unity of action, communication quality, and clarity of task division. In the data display stage, the reduced data were organized into structured thematic formats to render patterns, relationships, and emerging themes perceptible and interpretable across sources and informants. In the conclusion-drawing and verification stage, interpretive claims were derived from the displayed data and continuously tested by returning to the original material, ensuring that conclusions remained grounded in evidence rather than analytical assumption ([Jason & Glenwick, 2016](#)).

Trustworthiness was established through source and method triangulation, in which findings from observations, interviews, and documents were systematically compared and cross-checked to assess convergence and identify inconsistencies. Where inconsistencies emerged between informant accounts and observational evidence, these were treated as analytically significant rather than as errors to be resolved, and were examined for what

they revealed about the organizational dynamics under study. This approach strengthened the credibility, confirmability, and overall rigor of the study's findings.

Results and Discussion

Unity of Action

Unity of action, as operationalized in this study, refers to the degree to which employees within the Regent's Official Residence act in concert, aligning individual task behaviors with shared organizational objectives through a coherent and synchronized chain of command. It represents the most fundamental operational expression of coordination: without a unified direction of effort, the structural division of labor produces fragmentation rather than collective output ([Banks et al., 2016](#)).

The findings reveal that unity of action at the Regent's Official Residence of Bone Bolango Regency remains suboptimal. While the Head of the General Sub-Division (informant HN) reported that planning-to-execution coordination had been formally established "*I have fulfilled my obligations in accordance with the applicable provisions, from planning through to task execution*" this account was qualified by the acknowledgment that operational performance continues to fall short due to insufficient readiness among field-level staff. The Coordinator of the Regent's Official Residence (informant LI) offered a sharper assessment, observing that "*the unity of movement among both officers and supervisory staff has not been optimally achieved, because cooperative working relationships between personnel at the Regent's Official Residence and staff in the General Sub-Division of the Regional Secretariat have not been properly established.*" A field-level officer (informant IG) corroborated this finding from the operational plane, noting that recurring complaints had been raised by colleagues regarding the absence of prior coordination for routine maintenance activities including vehicle servicing and facility upkeep resulting in uncoordinated parallel efforts and task inefficiency.

Triangulating these accounts with direct observation, the pattern that emerges is one of structural disconnection between supervisory intent and operational reality: planning frameworks exist at the managerial level but are not effectively transmitted into unified action at the field level. This finding is consistent with the argument that coordination deficits suppress employee performance not because formal structures are absent, but because coordination mechanisms fail to generate behavioral alignment across hierarchical levels ([Wang et al., 2021](#)). Technical employee coordination also depends heavily on the quality of working relationships between organizational units, and where these relationships are weak, task effectiveness tends to deteriorate regardless of the formal procedures in place ([Imarisha, 2022](#)). In the context of regional government in Indonesia, work coordination has likewise been shown to be a significant positive determinant of employee performance, as it ensures that individual efforts are directed toward shared organizational objectives in a synchronized manner ([Rumondor et al., 2023](#)).

The theoretical implications of these findings align with the view that vertical coordination functions as the mechanism through which superiors align subordinate activities, integrating individual actions into a coherent organizational whole. Where such vertical integration fails, as reflected in the gap between Sub-Division planning and operational execution at the Regent's Official Residence, the result is the fragmented and complaint-generating work pattern consistently described by informants. Effective team coordination further requires both top-down direction and bottom-up responsiveness; the absence of either dimension produces organizational routines that may appear formally structured yet remain operationally incoherent ([Banks et al., 2016](#)). The findings of this study suggest that the bottom-up dimension, particularly employee readiness, task

comprehension, and proactive coordination across role boundaries, represents the more critical deficiency in this organizational context.

Communication Quality

Communication, as examined in this study, encompasses both vertical communication between supervisory personnel and field-level officers, and horizontal communication among employees within and across functional units of the Regent's Official Residence and its parent Sub-Division. It constitutes the informational backbone through which coordination instructions are transmitted, task updates are relayed, and operational deviations are flagged and corrected. The centrality of communication to coordination effectiveness is well established in organizational literature. Relational coordination grounded in frequent, timely, and accurate communication has been shown to function as a critical mediating mechanism linking organizational design to performance outcomes, particularly in cross-functional work environments characterized by high interdependence ([McDermott et al., 2019](#)).

The findings of this study indicate that communication quality at the Regent's Official Residence is structurally compromised by a specific and persistent contextual constraint: the physical distance of approximately 11 kilometers between the Regent's Official Residence and the district capital, where the General Sub-Division and other coordinating units are located. The Head of the General Sub-Division (informant HN) explicitly acknowledged that while communication with field personnel had been maintained, *"the distance of the Regent's Official Residence from the district capital makes intensive communication difficult; while mobile phones are available, they are sometimes ineffective, and this significantly affects task execution."* The Coordinator (informant LI) confirmed this account, adding that mobile communication was additionally subject to signal disruptions, resulting in delays in the relay of preparation instructions particularly for hospitality and accommodation arrangements for official guests. A field officer (informant SK) reported that, despite these limitations, Sub-Division communication had been maintained with the Coordinator and operational staff, and that duties were ultimately fulfilled though not always at the standard or timing expected.

These findings identify geographic distance as a structural barrier to communication effectiveness, representing a dimension of coordination failure that is analytically distinct from attitudinal or cultural barriers. This distinction is important because communication breakdowns in inter-governmental settings are commonly explained through hierarchical mindsets and segmented work cultures, whereas the evidence from Bone Bolango points instead to a more material constraint, namely communication infrastructure as the proximate cause of coordination failure. Communication consistency has been identified as a foundational condition for coordination effectiveness, with inconsistencies in communication channels, whether arising from physical, technological, or relational factors, directly degrading the quality of coordinated action ([Sicilia & Palazon, 2023](#)). The 11-kilometer separation between the operational unit and its supervisory hub, combined with unreliable mobile connectivity, creates precisely the kind of communication inconsistency that weakens the coordination chain from the point of instruction transmission downward.

The consequences of this communication gap are most visible in cases where operational staff completed task preparations without prior knowledge of event cancellations, a failure pattern documented during preliminary observation. This reflects a breakdown in inter-functional communication, a condition in which functionally differentiated units, in this case the protocol unit and the operational support unit, fail to maintain synchronized information flows, resulting in wasted effort and declining trust

across the coordination chain ([Apasieva, 2018](#)). A structurally similar dynamic has also been identified in organizational coordination research, where information discontinuities between coordinating actors emerge as one of the most significant barriers to effective task integration, regardless of the formal coordination mechanisms in place ([Holmlund et al., 2022](#)). The coordination challenge facing the Regent's Official Residence is therefore not merely a matter of individual communication behavior, but one of structural investment in communication infrastructure and stronger inter-unit information protocols.

Clarity of Task Division

Task division clarity, as examined in this study, refers to the degree to which individual employees possess a clear and actionable understanding of their specific responsibilities, task boundaries, and performance expectations within the operational structure of the Regent's Official Residence. In coordination theory, task division is not merely an administrative exercise in role assignment it is the structural precondition for individual accountability and collective task integration. Without clear task boundaries, employees cannot reliably execute their assigned functions, anticipate the contributions required of adjacent roles, or hold themselves and colleagues accountable for shared outcomes ([Kamijo & Nakama, 2023](#); [Verlinden et al., 2023](#)).

The findings of this study reveal a consistent and cross-confirmed deficit in task division clarity across all informant groups. The Head of the General Sub-Division (informant HN) reported that task assignments had been distributed according to the existing sub-divisional structure, but acknowledged that *"operational staff frequently do not fully understand their core duties, with the result that organizational tasks cannot be executed as intended."* The Coordinator (informant LI) reinforced this assessment, observing that *"task divisions are sometimes unclear in their execution, making it difficult for officers at the Regent's Official Residence to carry out their work particularly given that staff already have limited understanding of their core functions."* Most directly, an operational employee (informant MI) stated that *"the task division carried out by superiors is not sufficiently clear; as officers responsible for the full range of functions at the Regent's Official Residence, we find the assigned task divisions difficult to understand."* Observational data corroborated this pattern: employees were found undertaking tasks that fell outside their nominal role boundaries while leaving other assigned functions incomplete, suggesting a structural tendency toward informal task redistribution in the absence of clear formal role definitions.

These findings are theoretically grounded in the role ambiguity literature, which identifies unclear task boundaries as one of the most consequential hindrance stressors in public sector work environments. Increasing levels of organizational complexity without corresponding improvements in role clarity have been shown to produce significant declines in individual task performance and overall organizational coherence ([Verlinden et al., 2023](#)). The recognition and clarity of job duties and responsibilities are also essential prerequisites for effective role performance, and in their absence employees tend to rely on ad hoc task behaviors that disrupt organizational functioning ([Kapur, 2023](#)). In the context of Indonesian regional government, coordination has been found to exert a significant positive influence on employee performance, with task clarity functioning as a critical mechanism through which coordination translates into measurable performance outcomes ([Susanto et al., 2022](#)). Similar findings have also been reported in studies of regional secretariat units, where coordination, particularly clarity in task assignment, directly shapes the effectiveness of employee performance at the operational level ([Erwin, 2021](#)).

The foundational view of task division as a formal mechanism for distributing organizational responsibilities to individual role holders remains analytically relevant in

this context. However, the findings suggest that the coordination challenge at the Regent's Official Residence extends beyond formal assignment to the deeper issue of task comprehension and internalization. Tasks have been formally distributed, yet the distribution framework has not been communicated with sufficient operational clarity for employees to execute responsibilities with confidence and accountability. A structurally similar pattern has been identified in regional government settings where task division existed formally within the organizational structure but failed to translate into daily work practices that supported accountable execution. From an institutional economics perspective, high coordination costs between managers and operational staff arising from unclear role boundaries and information asymmetries can generate systematic deviations from intended organizational behavior. The findings of this study confirm that these coordination costs are borne most heavily at the operational level, where employees facing unclear task mandates tend to improvise rather than execute in a structured manner, with direct and measurable consequences for the overall performance of the Regent's Official Residence as an organizational unit.

Coordination as a Structural Phenomenon

Taken together, the three analytical dimensions examined in this study—unity of action, communication quality, and clarity of task division—converge on a single and sobering diagnostic conclusion: employee coordination at the Regent's Official Residence of Bone Bolango Regency is not merely underperforming; it is structurally failing across every dimension simultaneously. Formal planning frameworks exist at the managerial level but dissolve before reaching operational execution. Communication channels nominally connect supervisory and field units but are rendered unreliable by geographic distance and infrastructure deficits that have never been systematically addressed. Task divisions have been formally assigned but remain operationally opaque; employees know their titles but not their boundaries, and supervisors have delegated without verifying comprehension. The result is an organizational unit in which structure and practice have drifted so far apart that coordination has become, in effect, accidental rather than engineered.

What makes this finding analytically significant is not merely that coordination is weak, as this is a common issue in local government organizations, but that the weakness is compounding in nature. Deficits in unity of action are closely tied to communication failures, as employees who do not receive timely, consistent, and specific task instructions cannot act collectively, regardless of individual willingness. Similarly, ambiguity in task division extends beyond individual performance problems by creating conditions for free-riding, blame diffusion, and informal redistribution of work, all of which further weaken collective coordination. The three dimensions examined in this study therefore do not operate as isolated deficiencies, but as a mutually reinforcing system of organizational dysfunction in which each weakness sustains and intensifies the others. This creates a cascading failure dynamic that distinguishes the Regent's Official Residence from organizations where coordination problems remain limited and self-correcting. The implications extend beyond internal organizational performance, as persistent coordination failures in event preparation, guest reception, and facility maintenance ultimately undermine the quality of public service delivery and institutional governance outcomes.

This finding aligns with the broader public administration literature, which consistently demonstrates that coordination failures in operational government units are rarely attributable to a single cause, but emerge instead from the compounding of structural weaknesses across communication, accountability, and role-clarity dimensions ([Davoudi & Johnson, 2024](#); [Syarien & Samarah, 2023](#)), drawing on relational coordination theory, argue that sustainable coordination improvement requires simultaneous and integrated

investment in the structural conditions shared goals, shared knowledge, and mutual respect that enable employees to work effectively together across role boundaries. The evidence from this study suggests that none of these relational preconditions has been sufficiently cultivated at the Regent's Official Residence, and that incremental, single-dimension interventions improving communication technology alone, or clarifying task assignments without addressing communication infrastructure are unlikely to produce durable coordination gains.

Theoretical Contributions

This study makes three distinct contributions to the coordination literature in public administration. First, it provides rare micro-level empirical evidence of how coordination failures emerge and compound within a single operational work unit of a district government, a scale of analysis that remains underexplored in coordination research. By moving beyond inter-agency and cross-institutional perspectives to examine intra-unit coordination dynamics, this study demonstrates that coordination failure is not only a problem of organizational architecture at the macro level, but also a persistent and consequential phenomenon at the level of individual work units, where its effects on service delivery are most immediate and visible.

Second, this study advances the theoretical understanding of coordination failure by identifying geographic distance as a distinct structural barrier, one that is neither attitudinal nor cultural, but material and infrastructural. While coordination failure is often explained through relational, cultural, or informational barriers, the findings show that communication infrastructure itself can function as a critical determinant of coordination quality. The evidence demonstrates that physical separation between a work unit and its supervisory hub, compounded by unreliable communication connectivity, can simultaneously weaken unity of action, communication quality, and task coordination. This contribution is particularly relevant for district governments operating in geographically dispersed settings, where infrastructural constraints remain a persistent operational challenge.

Third, the study contributes to the growing understanding of the institutional consequences of role ambiguity in public sector organizations. The findings demonstrate that unclear task division produces not only individual performance deficits, but also broader organizational dysfunctions, including informal task redistribution, free-riding behavior, and accountability diffusion. These dynamics show that role ambiguity operates not merely as an individual-level constraint, but as a systemic organizational stressor capable of undermining collective performance and weakening overall coordination effectiveness.

Practical Implications

The findings of this study carry concrete and actionable implications for the management of operational units within Indonesian district governments. At the most immediate level, the physical and infrastructural barriers to communication identified in this study require structural remediation rather than behavioral intervention. Investment in reliable communication technology, dedicated communication channels, structured reporting protocols, and scheduled coordination meetings between the Regent's Official Residence and the General Affairs Sub-Division would directly address the communication deficit underlying multiple operational failures. This is not a recommendation for digital transformation for its own sake, but a recognition that coordination cannot be meaningfully improved when the basic infrastructure for information exchange remains unreliable.

At the organizational level, the deficit in task division requires a fundamental redesign of how role expectations are communicated, documented, and monitored across the unit. Formal task assignments must be supported by clear operational protocols specifying not only individual responsibilities, but also task sequencing, execution conditions, and coordination requirements across roles. Effective coordination requires more than task allocation; it demands structured accountability mechanisms, regular supervisory follow-up, and systematic performance feedback. The absence of these mechanisms at the Regent's Official Residence represents a clear governance gap that must be addressed through stronger managerial practice at the Sub-Division level.

More broadly, the findings highlight the need for local governments in Indonesia to reconceptualize the Regent's Official Residence and similar operational support units not as administrative peripheries, but as strategically important organizational nodes whose coordination capacity directly affects the quality and continuity of the Regent's public functions. Investment in the coordination capacity of these units should therefore be understood not as an administrative luxury, but as a governance necessity.

Limitations and Future Research

This study is subject to several limitations that must be acknowledged in interpreting its findings and identifying directions for future inquiry. First, the single-site design, while enabling deep contextual analysis, constrains the generalizability of the findings. The specific combination of factors identified here: geographic distance, infrastructural deficits, and supervisory capacity gaps, reflects the particular organizational and geographic conditions of Bone Bolango Regency and may not replicate in other district government contexts. Future research should employ comparative multi-site designs to test whether the three-dimensional coordination deficit documented here constitutes a generalizable pattern across operational units of Indonesian district governments, or whether it is a context-specific phenomenon shaped by the distinctive characteristics of this location.

Second, this study was conducted at a single point in time, capturing a cross-sectional snapshot of coordination dynamics that may be subject to temporal variation as personnel, leadership, and organizational conditions change. A longitudinal research design tracking coordination quality across multiple time points and across changes in supervisory personnel or organizational structure would provide substantially stronger evidence about the causal mechanisms through which coordination deficits are reproduced and potentially disrupted. This is particularly important given that several informants attributed coordination failures partly to the characteristics of specific supervisory incumbents, suggesting that personnel turnover may constitute a natural quasi-experimental variation worth studying.

Third, while data triangulation across observation, interview, and documentation methods strengthens the internal credibility of the findings, the study's reliance on self-reported interview data introduces the possibility that informants particularly managerial informants may have moderated their accounts in ways that understate the severity of coordination failures or displace accountability onto subordinates. Future research should consider extending the data collection protocol to include structured work diaries, event-specific process tracing, or peer-assessment instruments, to generate evidence that is less dependent on post-hoc informant recall.

Finally, and most importantly for the theoretical development of this field, future research should move beyond description toward explanation and intervention. The present study establishes with confidence that coordination is failing, and identifies three structural dimensions of that failure. What it cannot resolve is the question of which interventions: communication infrastructure investment, role redesign, supervisory training,

accountability mechanisms, or combinations thereof are most effective in reversing coordination deficits in operational units of this type. Experimental or quasi-experimental evaluation studies of targeted coordination interventions in Indonesian district government settings represent, in the view of this study, the most pressing and consequential agenda for future research in this domain.

Conclusion

This study demonstrates that coordination failure at the Regent's Official Residence of Bone Bolango Regency is fundamentally structural rather than episodic or individual in nature. Deficiencies in unity of action, communication quality, and task division clarity interact in a mutually reinforcing cycle that reproduces coordination breakdown and undermines operational effectiveness. These failures reflect not isolated managerial weaknesses, but a systemic coordination deficit embedded in everyday organizational practice. The study contributes to public administration literature in three important ways. First, it extends coordination research to the underexplored micro-operational level of district government support units. Second, it identifies geographic distance and communication infrastructure as critical structural determinants of coordination quality in decentralized governance settings. Third, it demonstrates how role ambiguity generates broader organizational dysfunction through free-riding, accountability diffusion, and fragmented task execution. Practically, improving coordination in district government operational units requires integrated intervention across communication infrastructure, task design, and supervisory practice. Piecemeal responses targeting only individual behavior are unlikely to produce sustainable improvements. For geographically dispersed local governments, strengthening coordination capacity should be treated as a strategic governance priority rather than a routine managerial concern. Future research should extend this analysis across comparable district government units and regional contexts to examine whether similar coordination deficit patterns emerge under different institutional and geographic conditions. Comparative and longitudinal approaches would be especially valuable for refining the explanatory scope of the coordination deficit framework.

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