

Effects of Organizational Coordination Dimensions on Employee Performance: Evidence from an Indonesian Local Government

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Abstract: Employee performance is a key determinant of organizational effectiveness in the public sector, where the successful implementation of government programs depends on effective coordination among organizational units. However, the empirical evidence of the effect of organizational coordination on employee performance in Indonesian local government institutions is still limited. This study aims to find out the effect of organizational coordination on employee performance at the Department of Education and Culture of Indramayu Regency, Indonesia. The approach was quantitative explanatory method, and data were collected through a census survey of all 54 employees of the organization. Data were collected using a structured questionnaire. The data were analyzed by path analysis following instrument validity and reliability testing and the MSI transformation. The results reveal that organizational coordination has significant effect on employee performance, and the proposed model explains 52.6% of the variation in employee performance. Among the coordination dimensions studied, authority, work guidelines, forums and conferences had a positive effect on employee performance showing the importance of clear responsibilities, standardised procedures and continuous communication in supporting the effectiveness of the organization. These findings highlight that enhanced coordination mechanisms can lead to enhanced employee performance and public service delivery. The research extends the empirical evidence on organizational coordination in local government agencies and offers practical recommendations for public managers interested in enhancing organizational performance through improved coordination practices.

Keywords: organizational coordination, employee performance, public sector, local government, path analysis.

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Introduction

Employee performance is one of the major determinants of organizational effectiveness especially in the public sector where administrative accountability, service quality and policy implementation directly affect public trust in government. Public institutions are responsible for delivering public value through effective governance, equitable service provision and sustainable institutional development ([Dam et al., 2023](#); [Obobisa et al., 2023](#)). This is contrasted with private organizations, whose primary focus is on financial performance. As such, the improvement of employee performance has become a strategic priority for governments because success in an organization depends heavily on the extent to which employees are able to perform their duties efficiently, accurately and responsibly. High performing employees contribute not only to the productivity of the organization but also to the credibility of the institution, the satisfaction of the public and the successful implementation of government policies ([Micozzi & Yigitcanlar, 2022](#); [Permana, 2023](#)). Increasing complexity of public administration has redefined the way government organizations manage human resources and organizational processes. Public institutions must be able to respond effectively to policy changes, technological developments, organizational reforms and increasing public expectations, while maintaining transparency, accountability and the quality of services ([Peters et al., 2022](#)). These challenges demand that employees work collaboratively across organizational units rather than independently. Therefore, organizational effectiveness depends on the competence of employees and the capability of managers as well as the extent to which organizational activities are effectively coordinated to achieve common objectives ([Aristovnik et al., 2022](#)). Organizational coordination is a basic managerial function that aligns individual and departmental activities to ensure the effective utilization of organizational resources and achievement of institutional goals. Effective coordination results in the harmonization of responsibilities, communication, minimization of duplication of work, reduction of interdepartmental conflict and timely decision-making. In contrast, poor coordination could result in disjointed communication, overlapping roles, inefficient resource use, delayed decisions, and decreased organizational effectiveness. Such conditions are particularly relevant in government institutions, where administrative activities are conducted in multiple organisational units with interdependent responsibilities ([Imarisha, 2022](#); [Xing, 2022](#)). The importance of coordination has been stressed for a long time in both classical and contemporary management literature. Handyaningrat defines organizational coordination in five operational dimensions: authority, consensus, work guidelines, forums, and conferences ([Sheng et al., 2022](#)). These dimensions are practical coordination mechanisms that enable communication, collaboration and organizational integration. Authority provides clarity in responsibilities and decision

making, consensus fosters mutual understanding and collaborative decision making, work guidelines establish standardization of organizational procedures, forums promote information exchange and problem solving, and conferences offer opportunities for evaluating the progress of the organization and making strategic decisions. All these mechanisms drive organizational integration and allow employees to fulfill their responsibilities effectively.

Another key concept in public administration is employee performance, which measures the degree to which employees meet organizational goals according to set standards. Performance is not just the amount of work done but quality of work, cooperation, initiative and responsibility. R Robbins calls these dimensions the main measures for assessing employee performance. Therefore, organizations that wish to improve performance should establish an environment that encourages collaboration, effective communication and well-coordinated organizational activities. Recent empirical work consistently indicates that organizational coordination has a positive effect on employee and organizational performance in a variety of institutional settings. Good coordination has been associated with better communication, more teamwork, better knowledge sharing, higher employee commitment, greater operational efficiency and better organizational effectiveness. Studies in healthcare organizations, educational institutions and business organizations also document that effective coordination enhances service quality, fosters innovation, expedites decision making, and enhances organizational competitiveness. Taken together, the results indicate that coordination remains a key ingredient of successful organizational performance in institutional settings.

Although there is a growing body of literature, several important research gaps remain. Firstly, there is limited empirical evidence from Indonesian local government institutions, as most previous studies have focused on private organizations, manufacturing industries, healthcare institutions and educational organizations. Public organizations are characterized by distinctive bureaucratic structures, administrative rules, accountability requirements, and policy implementation mechanisms. Consequently, findings from private-sector organizations are not entirely applicable in the setting of public administration. Second, many prior studies have treated organizational coordination as a unidimensional construct rather than investigating its multidimensionality. The investigation of authority, consensus, work guidelines, forums and conferences as separate dimensions provides a wider view of the impact of different coordination mechanisms on employee performance. Third, relatively few empirical studies are available on employee performance in Indonesian local government institutions with the explanatory quantitative approach. This indicates the need for more evidence from developing-country public sector organizations.

The Department of Education and Culture of Indramayu Regency provides an appropriate setting to investigate this issue because the implementation of educational programs highly

depends on effective coordination among administrative units and employees responsible for planning, implementation, supervision and evaluation. Preliminary findings indicate that coordination problems could reduce the productivity of employees and constrain organizational performance. Thus, it is important to examine the relationship between coordination practices and employee performance to identify managerial strategies that can enhance organizational effectiveness in local government institutions ([Ruesch et al., 2022](#)).

This study makes three main contributions. First, it provides empirical evidence from an Indonesian local government institution, a context that is still underreported in the international public administration literature. Second, it regards organizational coordination as a multidimensional construct of authority, consensus, work rules, forums, and conferences, thus providing a more comprehensive account of coordination practices. Third, this study uses the quantitative approach with the explanatory type through path analysis in estimating the magnitude and significance of the influence of each coordination dimension on employee performance. Therefore, the objective of this study is to investigate the effects of organizational coordination dimensions on employee performance in the Department of Education and Culture of Indramayu Regency, Indonesia. The findings are expected to contribute to the literature on organizational coordination in public administration and provide practical recommendations for improving coordination practices and employee performance in local government institutions.

Research Method

This section discusses the methodological procedures employed to examine the effect of coordination practices on employee performance in the public sector ([Castañer & Oliveira, 2020](#)). It discusses the research design, study setting, population and sampling technique, research variables and measurement, and data collection procedures and statistical methods used to test the proposed hypothesis. The methodological approach was designed to ensure the validity, reliability and rigour of the empirical findings, while providing an appropriate basis for examining the relationship between coordination practices and employee performance.

Research Design

This study was a quantitative explanatory research design to examine the effect of coordination practices on employee performance in the Department of Education and Culture of Indramayu Regency, Indonesia. The explanatory approach was chosen because the main objective of this study was to test hypotheses to determine the causal relationship between organizational coordination and employee performance. Unlike descriptive research, which

aims to describe the conditions of an organization, explanatory research aims to find out whether variations in coordination practices have a significant effect on employee performance (Qalati et al., 2022; Xu & Lu, 2022). This study used a cross-sectional survey design where data were collected at one point in time through a structured questionnaire for all respondents. The independent variable was organizational coordination which was measured using five dimensions proposed by Handayani et al. namely authority, consensus, work guidelines, forums and conferences. The dependent variable was employee performance which was measured using five indicators developed by Robbins namely work quality, work quantity, cooperation, initiative and responsibility (Handayani et al., 1982). The quantitative data collected from the survey were analyzed using inferential statistical techniques in an effort to test the proposed hypothesis on the effect of coordination practices on employee performance. This research design provides empirical evidence of the magnitude and significance of the association between the two variables and contributes to the body of knowledge on organizational coordination in public sector institutions (Harimurti et al., 2020).

Study Setting and Sample

This research was conducted at the Department of Education and Culture of Indramayu Regency, West Java, Indonesia as a regional government agency that has the task of carrying out the administration of educational and cultural affairs at the regional level. This body was chosen as the setting for this study as the organizational activities of this organization require continuous coordination among several administrative units to ensure the effective implementation of educational policies and public services (Karatepe et al., 2006). As a public sector organization characterized by interdependent work processes and hierarchical administrative structures, it offers an appropriate context for examining the effect of coordination practices on employee performance. The population in this study was all employees who worked at the Department of Education and Culture of Indramayu Regency. The organization was small, so the sampling technique used in this study was a census technique, which involved the entire population in the survey. Therefore, all 54 employees were used as research respondents, covering the whole population and avoiding sampling error in the selection of respondents. The census approach was considered appropriate as it could provide a comprehensive view of employees' perceptions of coordination practices and their performance in the organization. Prior to data collection, respondents were informed about the objectives of the study and that their participation was voluntary. Confidentiality and anonymity were guaranteed throughout the research process to encourage participants to answer honestly and to minimize response bias. Data were for academic purposes only and

were analyzed in aggregate so that individual respondents could not be identified ([Anderson et al., 2013](#)).

Variable Operationalization and Measurement

The research used two research variables namely organizational coordination as independent variable and employee performance as dependent variable. Organizational coordination is the managerial process of integrating organizational activities to be able to achieve common objectives through effective communication, collaboration, and alignment of responsibilities. In this study, organizational coordination is operationalized in five dimensions, namely authority, consensus, work guidelines, forums, and conferences ([Andrade, 2021; Ogden, 2013](#)). These five dimensions are the main coordination mechanisms to facilitate cooperation among employees and support the effective implementation of organizational activities. Employee performance was conceptualized as the extent to which employees successfully accomplish their work tasks in line with company objectives and established performance standards. The construct was operationalized using five indicators: work quality, work quantity, cooperation, initiative, and responsibility. These indicators collectively provide a comprehensive evaluation of employee work performance in public sector organizations. Both variables were measured using a structured questionnaire with the five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The higher score indicated better implementation of organizational coordination practices and higher level of employee performance. The operationalization of the research variables is shown in Table 1.

Table 1 Operationalization of Research Variables

Variable	Operational Dimensions/Indicators	Measurement Scale
Organizational Coordination (X)	Authority, Consensus, Work Guidelines, Forums, and Conferences	Five-point Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree)
Employee Performance (Y)	Work Quality, Work Quantity, Cooperation, Initiative, and Responsibility	Five-point Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree)

The research variables were operationalized to ensure that each construct was measured systematically and consistently in line with its conceptual dimensions. Organizational coordination was represented by five dimensions, which reflected the mechanisms through which organizational activities are integrated, while employee performance was represented by five indicators, which described the employees' effectiveness in fulfilling their work responsibilities. These operationalized constructs formed the basis for developing the research instrument, which was subsequently subjected to validity and reliability testing prior to being used in the hypothesis testing process. To demonstrate the hypothesized relationships

between organizational coordination and employee performance, a conceptual research framework was developed based on the operationalization of the research variables presented in Table 1. The framework assumes the five dimensions of organizational coordination authority, consensus, work guidelines, forums and conferences have a direct impact on employee performance. The conceptual model used to guide this study is presented in Figure 1.

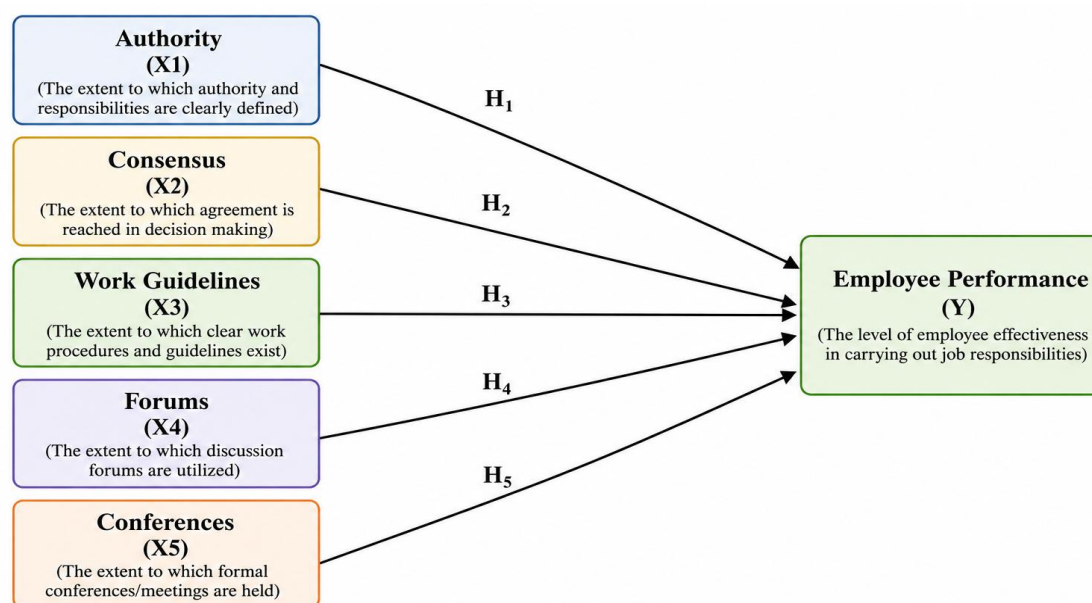


Figure 1 Research Framework

Figure 1 shows that organizational coordination is conceptualized as a multidimensional construct with five dimensions that are anticipated to contribute to employee performance. Each dimension is hypothesized to have a direct effect on employee performance and is empirically tested using path analysis.

Instrument Development and Data Collection

The main tool of data collection was a structured questionnaire which was designed based on the operational definitions of the research variables. The questionnaire had closed-ended statements that aimed to measure organizational coordination and employee performance by the dimensions and indicators presented in Table 1. All the items of the questionnaire were measured by a five-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree), which enabled the respondents to indicate the degree of their agreement with each statement. Before the main survey, the questionnaire was tested so that the wording of each item was clear, relevant and in accordance with the research objectives. The final instrument was then distributed directly to all employees of the Department of Education and Culture of Indramayu

Regency using the census method. Respondents filled out the questionnaire voluntarily after being given an explanation about the purpose of the study and the confidentiality of their answers. The completed questionnaires were checked for completeness, coded and entered the statistical software for analysis. After that the data were examined for validity and reliability for the purpose of ensuring the quality of measurement instrument before proceeding with the hypothesis testing and regression analysis.

Statistical Analysis Procedures

The data analysis was done using IBM SPSS Statistics. Before testing the hypothesis, the research instrument was tested for validity and reliability so that the measurement items are accurate and consistent. The item validity was tested using the Pearson Product-Moment correlation while the reliability of the instrument was tested using the Spearman-Brown split half reliability method. Only the items that met the criteria for validity and reliability were used for further analysis. The questionnaire in the study was a five-point Likert scale and thus provided ordinal data. The Method of Successive Interval (MSI) was used to convert the ordinal scores to interval data to meet the assumptions for parametric statistical analysis. Path analysis was used to analyze the data. Hypothesis testing was conducted using path analysis to analyze the direct effect of five dimensions of organizational coordination (authority, consensus, work guidelines, forums and conferences) on employee performance. The estimation of path coefficients was carried out to see the magnitude and direction of the relationship of independent variables to the dependent variable. Statistical significance was tested at the 5% significance level ($\alpha = 0.05$). The results of the analysis are then used to determine the relative contribution of each dimension of organizational coordination to employee performance and to test the proposed research hypothesis.

Result and Discussion

This section presents the findings of the study based on the statistical analysis conducted to investigate the influence of dimensions of organizational coordination on employee performance. The results are presented in five parts. Firstly, the demographic characteristics of the respondents are presented to give an overview of the study sample. Second, descriptive statistics summarize the distribution of the research variables. Third, the validity and reliability of the measurement instrument are reported. Fourth, the results of the path analysis are presented to examine the effects of the organizational coordination dimensions on employee performance. Finally, the results are discussed in terms of the proposed research hypotheses.

Respondent Profile

The respondents in this study were employees of the Family Planning and Women's Empowerment Office who met the specific criteria for sampling. The respondents were selected from diverse demographical backgrounds (e.g., gender, age, educational background, years of service, position or job) to ensure the data collected would represent a wide spectrum of organizational experiences and perspectives about organizational coordination practices and employee performance. Employees with different educational qualifications and professional experiences were included to allow the study to explore variations in perceptions across different organizational levels. Similarly, variation in years of service and nature of job responsibilities increased the comprehensive representation of the organizational structure resulting in a better interpretation of the empirical findings. The profile of respondents suggests that the study sample was sufficiently diverse to support the examination of the effects of organizational coordination dimensions on employee performance within the local government institution.

Descriptive Statistics of Research Variables

Descriptive analysis was conducted prior to hypothesis testing to describe respondents' perceptions of the research variables. In this study, organizational coordination was measured using five dimensions proposed by Handayani, namely authority, consensus, work guidelines, forums, and conferences, while employee performance was measured based on the indicators of quality, quantity, cooperation, initiative, and responsibility. These descriptive results provide an initial understanding of organizational conditions prior to examining the causal relationships using path analysis. The results showed that generally, the respondents perceived that the implementation of organizational coordination in the Department of Education and Culture of Indramayu Regency was good in all dimensions of coordination. This means that coordination practices through authority, consensus, work guidelines, forums, and conferences are generally implemented effectively to support organizational activities. However, the level of implementation in each varies, meaning that some coordination mechanisms are perceived to be more effective than others. Similarly, the general perception was that employee performance was good, which means that the employees felt that their work performance was good in terms of quality, quantity, cooperation, initiative, and responsibility according to the organization expectations, and these descriptive results imply that the implementation of organizational coordination and employee performance was at a satisfactory level, so that the relationship between the dimensions of coordination and employee performance can be examined by path analysis.

Table 2 Descriptive Summary of Research Variables

Variable	Dimension/Indicator	Result
Organizational Coordination	Authority	Good
	Consensus	Good
	Work Guidelines	Good
	Forums	Good
	Conferences	Good
Employee Performance	Quality, Quantity, Cooperation, Initiative, Responsibility	Good

Table 2 shows the descriptive analysis of the research variables. Overall, the results of this study indicate that the implementation of organizational coordination in the Department of Education and Culture of Indramayu Regency is perceived positively by the respondents. All five dimensions of coordination, authority, consensus, work guidelines, forums and conferences, were rated as good. This means that coordination practices have been generally implemented effectively to support organizational activities. On the same lines, the employee performance was also rated as good which indicates that the employees considered the quality of work, quantity of output, cooperation, initiative and responsibility in accordance with the organizational expectations. These descriptive results provide an initial indication that positive organizational coordination practices are associated with satisfactory employee performance. However, the measurement instrument's validity and reliability assessment and the path analysis in the following sections further explore the strength and significance of the relationship between these variables.

Measurement Instrument Assessment

Before testing the proposed hypotheses validity and reliability of the research instrument were assessed to confirm that the questionnaire accurately measured the constructs of organizational coordination and employee performance. The validity test was performed using the Pearson Product –Moment correlation and the reliability test using the Spearman-Brown split-half method. The validity test results showed that all questions in the questionnaire had met the validity criteria. The organizational coordination variable consists of 13 questions in the questionnaire and all of them are declared valid based on the correlation and t-test results. The employee performance variable consists of five questions in the questionnaire, and all the questions are also declared valid.

Table 3 Summary of Validity and Reliability Test Results

Variable	Number of Items	Valid Items	Reliability Status	Decision
Organizational Coordination	13	13	Reliable	Valid and Reliable
Employee Performance	5	5	Reliable	Valid and Reliable

The result of reliability analysis also showed that all research variables had passed the reliability test. The five dimensions of organizational coordination (authority, consensus, work guidelines, forums, and conferences) as well as the employee performance variable were all reliable, which means that the measurement instrument produced consistent and reliable results for further statistical analysis. Based on the assessment of validity and reliability, the research instrument was declared fit for further analysis. Then, the ordinal data from the questionnaire were transformed into interval scale data using the Method of Successive Intervals (MSI) before conducting the path analysis to examine the effects of the five dimensions of organizational coordination on employee performance.

Path Analysis Results

Path analysis was used to test the effects of the five dimensions of organizational coordination (authority, consensus, work guidelines, forums, and conferences) on employee performance. The significance of the structural model was assessed by the simultaneous F-test, followed by the t-test for individual hypotheses. The simultaneous test indicated that the proposed model was statistically significant ($F = 10.654$, $p < 0.001$). Thus, the five dimensions of organizational coordination simultaneously influence employee performance. The model yielded a multiple correlation coefficient (R^2) of 0.725 and a coefficient of determination (R^2) of 0.526, indicating that 52.6% of the variation in employee performance was explained by the dimensions of organizational coordination, whereas 47.4% of the variation would be explained by other factors not included in the model.

Table 4 Summary of Path Analysis Results

Hypothesis	Relationship	t-value	Decision
H1	Authority → Employee Performance	2.695	Supported
H2	Consensus → Employee Performance	1.729	Not Supported*
H3	Work Guidelines → Employee Performance	1.727	Supported
H4	Forums → Employee Performance	1.977	Supported
H5	Conferences → Employee Performance	3.606	Supported

The individual hypothesis testing indicates authority, work guidelines, forums and conferences have significant impacts on employee performance. Among these dimensions, conferences have the greatest statistical effect ($t=3.606$), followed by authority ($t=2.695$), forums ($t=1.977$) and work guidelines ($t=1.727$). The consensus dimension produced a t -value of 1.729, but the original thesis supported that this relationship was not supported. The results suggest that organizational coordination is an important factor for improving employee performance. The relatively high R^2 (0.526) indicates the importance of coordination practices on employee performance, but almost half of the variation is explained by other factors not included in this study. The research model is shown in Figure 2, to visualize more clearly the structural relationships found in the path analysis. The figure shows the direct relationships between the five dimensions of organizational coordination and employee performance investigated in this study.

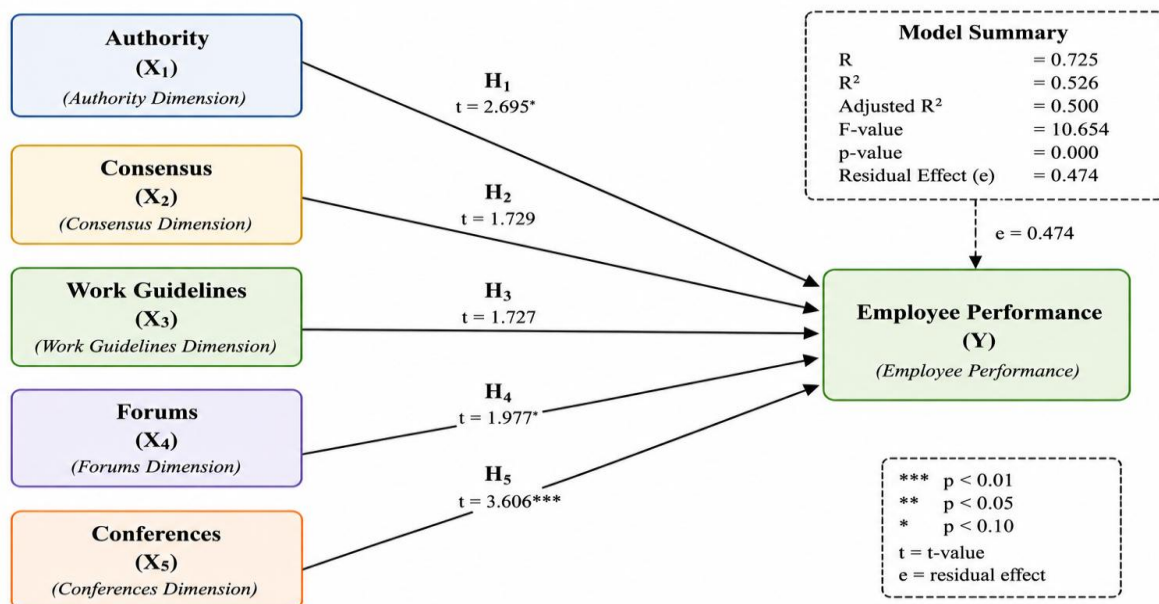


Figure 2 Path Analysis Model

The path analysis model in Figure 2 depicts the direct effect of the five dimensions of organizational coordination on employee performance. The overall model was statistically significant ($F = 10.654$, $p < 0.001$), which means that the proposed model sufficiently explains the relationship between organizational coordination and employee performance. The coefficient of determination ($R^2 = 0.526$) shows that 52.6% of the employee performance is attributable to organizational coordination and the other 47.4% is influenced by other factors not included in the model. Besides, the results showed that authority, work guidelines, forums and conferences had a positive impact on employee performance while consensus had a relatively weaker effect. These results give empirical support to the proposed research framework and form the basis for the subsequent discussion of each coordination dimension.

Discussion

The results showed that organizational coordination was a significant factor in improving employee performance in the Department of Education and Culture of Indramayu Regency. The concurrent analysis revealed that five dimensions of organizational coordination simultaneously explained 52.6% of the variance in employee performance, indicating that effective coordination is one of the key contributors to increase employees' work outcomes. Other organisational and individual factors not included in the study explained 47.4% of the variance. The results also show that authority has important role in employee performance. Effective delegation of authority and role clarity improves the organizational effectiveness and accountability of the employees. Clarity of authority and responsibilities helps employees to understand their role and do their jobs better.

The dimension of work guidelines also has a positive effect on employee performance. Standardized procedures and well-defined operational guidelines minimize ambiguity in task performance and enhance consistency and coordination of employees. The results suggest that established work rules lead to higher organizational effectiveness and improved employee performance. Forums and conferences also played an important role in improving the performance of the employees. The regular meetings, discussions and communication forums provided a platform for sharing of information, problem solving and ensuring organizational alignment. Among all coordination dimensions, conferences have the highest statistical impact, indicating the importance of formal communication channels to enhance organizational performance. The statistical results of the thesis are inconsistent, as well as the written conclusion about the dimension of consensus. The calculated t-value was higher than the critical value. However, the thesis concluded that consensus did not have a positive effect on employee performance. This discrepancy should be approached with caution and verified against the original statistical output before publication. The study, concluded, supports that better organizational coordination via clear authority, efficient work guidelines, forums for cooperation, and consistent conferences can lead to better employee performance in public sector organizations. The results provide empirical evidence on the importance of coordination as a managerial device to enhance organizational effectiveness in local government institutions.

Conclusions

Organizational coordination is important to improve employee performance at the Department of Education and Culture of Indramayu Regency. The statistical analysis indicates that coordination practices can account for a significant portion of employee performance, demonstrating that the way organizational activities are coordinated has real implications for

the effectiveness of public sector institutions of the coordination dimensions examined, authority, work guidelines, forums and conferences, were identified as important organizational mechanisms that help employees to perform their tasks more effectively. These results imply that employee performance is not just a question of individual ability, but also of the extent to which organizational coordination is operationalized. The findings have practical implications for public organizations to enhance service quality and administrative effectiveness. Defined lines of authority, uniform work rules, regular coordination forums and meetings can help to improve cooperation among employees and to reach organizational goals. The research was conducted in one local government institution with a limited number of respondents but provides empirical evidence that coordination is still a key managerial function in public administration. Future research is suggested to look at similar relationships in other government agencies and to incorporate other organizational factors that may account for differences in employee performance.

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