



The Influence of Coordination on Employee Work Effectiveness

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Abstract

This study aims to determine the effect of coordination on the effectiveness of employee work at the Kabila District Office, Bone Bolango Regency. This research method uses a survey method with a quantitative research approach. Quantitative methods are directed at solving problems by presenting or describing the results of the study as they are. The data collection technique uses a questionnaire that will be tested for validity and reliability. The data analysis method in this study uses path analysis and the calculation operation uses the SPSS 20 program. The number of respondents in this study was 35 people. Based on the results of the study, it shows that coordination in the form of vertical coordination (X1) and horizontal coordination (X2) simultaneously affects the effectiveness of employee work (Y) at the Kabila District Office, Bone Bolango Regency, which is 0.742 (74.2%). Coordination activities apply to all work units, where each work unit carried out by various people can take place harmoniously and in balance in the desired direction, so a leader must be able to carry out a coordination action. Coordination in the form of vertical coordination (X1) partially influences the effectiveness of employee work (Y) at the Kabila Sub-district Office, Bone Bolango Regency, which is 0.501 or 50.1%. This means that vertical coordination in the form of giving work instructions to employees has been running well. Coordination in the form of horizontal coordination (X2) partially influences the effectiveness of employee work (Y) at the Kabila Sub-district Office, Bone Bolango Regency, which is 0.372 or 37.2%. This means that in coordinating unification actions or activities, direction given to activities at the same organizational level (apparatus) has not been carried out optimally.

Keyword: Coordination, Effectiveness, Inter-Sector, Public Service Office.

1. Introduction

In general, organizations are formed by groups of people to achieve goals (Gagné, 2018). If the goals to be achieved are broader and more complex, then cooperation and division of labor are needed in the organization (Chadwick & Raver, 2015). Because the goals of the organization are common goals, then the working relationship between parts or between people who are members of the organization becomes increasingly important. In order for coordination and working relationships to be carried out optimally (clear and transparent), coordination must pay attention to aspirations from below and create adequate forms of coordination (Bouckaert et al., 2010); (McNamara et al., 2012). Coordination and working relationships are very dominant factors in the life of an organization. Therefore, coordination and working relationships must be continuously improved in order to achieve organizational goals optimally (Castañer & Oliveira, 2020). Coordination is not an easy job, and is the task of leaders (management) in achieving goals. Various types of coordination, both vertical and horizontal coordination, where all have the goal of realizing integration, harmony and alignment of all components related to achieving organizational goals and objectives (Okhuysen & Bechky, 2009). Failure of coordination is usually caused by failure of coordination in thinking about and obtaining coordination tools that will support the implementation of the coordination (Castañer & Oliveira, 2020); (Chisholm, 1992). Among these organizational tools are; communication, committees, procedures, joint plans.

In order to coordinate and establish working relationships with all related parties to achieve organizational goals, all parties who coordinate and establish working relationships basically communicate (Fuchs & Reichel, 2023). In communicating, it is also necessary to pay attention to the elements and types of



communication that exist in order to communicate effectively. In addition to understanding the concept and limitations of communication, one must also clearly understand the technical aspects and obstacles in communicating. In order to achieve success in implementing coordination and working relationships, all parties must be aware of and pay attention to the obstacles and technical aspects of communication (Ahsan & Panday, 2013).

Coordination and working relationships arise and are greatly needed as a consequence of efforts to achieve organizational goals effectively and efficiently through the division of tasks (Okhuysen & Bechky, 2009). These tasks are accommodated in units as the implementers and those responsible for one or more functions. However, all parties in the organization, especially the leaders, are very interested in ensuring that all units and all their officers and activities, including other resources, can run in an integrated, harmonious and aligned manner in achieving common goals and objectives.

As a government institution located in the sub-district area, and as an extension of the district government, the sub-district government is expected to provide excellent public services as an effort to achieve the direction and objectives of the sub-district government. Sub-district officials as public servants are currently required to have cooperation between all related parties in order to provide maximum service to the community and with the pattern that has been running, by realizing the challenges of government in the sub-district.

Thus, coordination is an activity to unite and direct the work of employees in achieving organizational goals (Castañer & Oliveira, 2020). Coordination can be done through proper delegation of authority, clear division of labor, and good communication between members of the organization (Fuchs & Reichel, 2023); (Castañer & Oliveira, 2020); (Okhuysen & Bechky, 2009). Coordination is a very important thing in an organization. In achieving its goals, if the leaders of the organization cannot implement good coordination, there will be chaos, disputes and twinning of work or vacancies so that work effectiveness is not achieved (Michela & Burke, 2000).

The effectiveness of organizational work includes individuals and groups. Individual effectiveness emphasizes the work results of certain members of the organization (Bandura, 2023). The tasks that must be done are usually determined as part of the work or position in the organization (Sokolić, 2022). Work effectiveness is known through the work performance of the members of the organization concerned (Bataweya et al., 2023). Work effectiveness is a condition that indicates the level of success of management activities in achieving effective management goals accompanied by efficient management (Hasibuan, 2009:105). The level of work effectiveness can be measured based on the quantity of work, completion of work on time as determine, and good work quality. In order to achieve work effectiveness, organizations engaged in public services, in this case the Kabila District Office, Bone Bolango Regency, are required to know and develop factors that support increasing the effectiveness of the work of employees and their leaders.

However, the author's observation results, the effectiveness of work at the Kabila Sub-district Office is not yet optimal, where it is seen that there are still many public services that cannot be completed on time, simply because the employee serving the public is not in place, even though the employee concerned could have delegated his work to his colleagues so that the service to the public is not late. Another problem that appears is the slowness of employees in working due to lack of communication with fellow employees or with leaders, which causes employees to be afraid to make decisions because they have not received instructions from their leaders. The phenomenon of the problems above, seems to be largely caused by the lack of good coordination in all lines of work, both coordination between fellow employees and coordination between employees and their leaders. One factor that supports increased work effectiveness is coordination. According to Hasibuan (2009:22), coordination is an activity to organize all employees by determining the division of labor, work relationships, delegation of authority, integration, and coordination in the organizational chart. The organization is only a tool to achieve goals. With a good organization will help realize goals effectively. On that basis, the author tried to trace the problem of coordination of sub-district government apparatus, so that a simple study was conducted with the title "The Influence of Coordination on the Effectiveness of Employee Work at the Kabila Sub-district Office, Bone Bolango Regency".

2. The Art Of Research

A. Coordination Theory

Given the scenery of ever-increasing macroeconomic challenges and instabilities, UNCTAD (2018) and Cost Coordination is essentially an effort to combine and align various interests and activities that are interrelated along with all their movements, steps and time in order to achieve common goals and objectives in the organization (Canton, 2021). According to Handoko (2007:196) the need for coordination depends on the nature and needs of communication in carrying out tasks and the degree of interdependence of the various implementing units. This is also emphasized by Handayani (2009:88) that coordination and communication are something that cannot be separated. In addition, Handayani also said that coordination and leadership cannot be separated from each other, because they influence each other. Coordination of a number of large parts in every broad effort of the organization is so important that some circles place it in the center of analysis (Kelso, 2013). Effective coordination is a must to achieve good administration/management and is the direct responsibility of the leader. Coordination and leadership cannot be separated from each other, therefore they influence each other (Castañer & Oliveira, 2020). Effective leadership will ensure good coordination because the leader acts as a coordinator. G.R. Terry in Hasibuan (2009:85) said that coordination is a synchronous and orderly effort to provide the right amount and time, and direct the implementation to produce a uniform and harmonious action on the predetermined target. Meanwhile, according to Naqash (2025) coordination is balancing and moving the team by providing a suitable work activity location for each and ensuring that the activity is carried out with the proper harmony among the members themselves.

B. Work Effectiveness Theory

Etzioni in Wibawa (2007:27) defines effectiveness as the level of realization of organizational goals and objectives; while efficiency is the amount of resources used by the organization to produce output. In reality, these two concepts are interrelated and dependent (Provan et al., 1980). Every organization tries to achieve both. The design and structure of the organization, the technology used, the benefits to be realized, the growth of the organization and the development of human resources, all of these are directed to achieve effective and efficient conditions (Powell & Dent-Micallef, 1997). In relation to measuring the effectiveness of organizational work, there are two theories or approaches, namely: the first is the goal approach and the second is the system theory approach/theory (Choong, 2014). The goal approach is based on the idea that the organization was created as a tool to achieve goals by increasing the level of work effectiveness. While for the theoretical approach, it views it as one of a number of interdependent elements. The input flow from the wider system (environment) processes this source, and returns it in a changed form (output).

C. Hypothesis Development

Coordination plays an important role in supporting the effectiveness of employee work in the sub-district office environment, where tasks are multidisciplinary and require collaboration between units (Ahsan & Panday, 2023); (Boontanon & Sonsri, 2023); (Noor & Akhmad, 2022). With good coordination, the process of public services, regional development, and government administration can run more efficiently, reduce overlapping tasks, and increase responsiveness to community needs. Therefore, the research hypothesis argues as follows:

1. There is an influence of coordination in the form of vertical coordination and horizontal coordination simultaneously on the effectiveness of employee work at the Kabila District Office, Bone Bolango Regency.
2. There is an influence of coordination in the form of partial vertical coordination on the effectiveness of employee work at the Kabila District Office, Bone Bolango Regency.
3. There is an influence of coordination in the form of partial horizontal coordination on the effectiveness of employee work at the Kabila District Office, Bone Bolango Regency.

3. Method

The object of the study is the influence of coordination on the effectiveness of employee work at the Kabila Sub-district Office, Bone Bolango Regency. This research method uses a survey method with a quantitative research approach. Quantitative methods are directed at solving problems by presenting or describing the



results of the study as they are. Based on the framework, it can be seen that the variables in this study are coordination (variable X) and employee work effectiveness (variable Y). Furthermore, to facilitate the measurement of the variables in question, it is necessary to make the operationalization of the research variables as follows:

1. Coordination (variable X)

Coordination is an effort to adjust different parts, so that the activities of the parts are completed on time, so that each can contribute their efforts to the maximum, in order to obtain overall results. According to Hasibuan (2007:86-87) there are 2 (two) types of coordination, namely:

- a. Vertical coordination is the activities of unification, direction carried out by superiors towards the activities of units, work units under their authority and responsibility. The indicators of vertical coordination are:
 - The leader provides direction to employees before carrying out work activities
 - The leader provides clear work instructions to employees
 - The leader provides sanctions to employees who do not do their work properly
 - The leader checks whether employees have carried out their work
- b. Horizontal coordination is the activity of coordinating actions towards activities at the same organizational level (apparatus). The indicators are:
 - Unifying actions with co-workers
 - Creating discipline between one unit and another, both internally and externally, in units with the same tasks
 - Prioritizing cooperation with other units in working
 - Being able to adapt to other members or organizational units so that work does not go its own way

2. Employee work effectiveness (variable Y)

Employee work effectiveness is the success of employees in carrying out their work by optimally utilizing all their potential.

In this study, the population is all employees at the Kabila District Office, Bone Bolango Regency, totaling 35 people, consisting of 27 civil servants, 8 honorary people. Sampling using saturated sampling technique, because the population is small, namely 35 people, so the sample is also 35 people. The data required in this study were collected through questionnaires to respondents for primary data, while observation is a complementary method for data collection. Before the data obtained is analyzed further, a test is first carried out on the question instruments in the questionnaire that was made, namely the validity test and the reliability test. Data in the form of an ordinal scale, the process of transforming data from an ordinal measurement scale to an interval measurement scale is often encountered when conducting data analysis, especially social research data. Transforming ordinal data into interval data is useful for fulfilling some of the requirements for parametric analysis at least on an interval scale. The simplest transformation technique is using MSI (Method of Successive Interval) (Mondiana et al., 2018).

4. Result

A. First Hypothesis Test Results

The first hypothesis to be tested is: "There is an influence of coordination in the form of vertical coordination (X1) and horizontal coordination (X2) simultaneously on the effectiveness of employee work (Y) at the Kabila Sub-district Office, Bone Bolango Regency". The method used in testing this hypothesis is the path analysis method with the help of the SPSS version 25.00 program with the results of the hypothesis test (Abdussamad et al., 2024). Based on the calculation of the correlation matrix between coordination in the form of vertical coordination (X1) and horizontal coordination (X2) on the effectiveness of employee work (Y), the path coefficients of variables X1 and X2 on variable Y are obtained as can be seen in table 1 below:

Table 1. Path Coefficient of Hypothesis 1 Research

Path Coefficient			Percentage (%)
Path Coefficient X_1 to Y	$(P_{Y.X_1})$	0,501	50,1%
Path Coefficient X_2 to Y	$(P_{Y.X_2})$	0,372	37,2%
Path Coefficient X_1 through Path Coefficient X_2		0,944	94,4%
Multiple correlation coefficient	$R_{Y.X_1,X_2}$	0,861	86,1%
Multiple determination coefficient	$R^2_{Y.X_1,X_2}$	0,742	74,2%
The coefficient of determination of external variables on Y	$P_{2Y,\epsilon}$	0,258	25,8%
Path coefficient of external variables to Y	$P_{Y,\epsilon}$	0,508	50,8%

The calculation result of the vertical coordination path coefficient (X_1) on employee work effectiveness (Y) is 0.501 (50.1%). The horizontal coordination path coefficient (X_2) on employee work effectiveness (Y) at the Kabila Sub-district Office, Bone Bolango Regency is 0.372 (37.2%). For more details, see the path structure as follows:

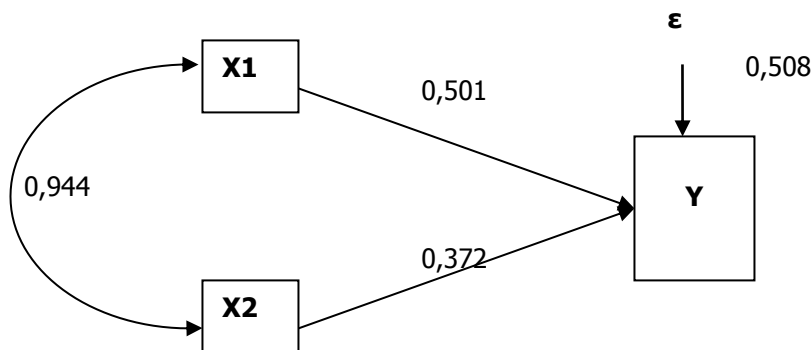


Figure 1. Path analysis structure

From the relationship path analysis structure above, an empirical causal relationship framework between X_1 and X_2 towards Y can be created through the following structural equation.

$$Y = P_{YX_1}X_1 + P_{YX_2}X_2 + \epsilon$$

$$Y = 0,501.X_1 + 0,372.X_2 + 0,508$$

$$R^2_{Y.X_1X_2} = 0,742$$

Meanwhile, the influence of coordination in the form of vertical coordination (X_1) and horizontal coordination (X_2) simultaneously on the effectiveness of employee work (Y) at the Kabila Sub-district Office, Bone Bolango Regency, can be seen in table 2 below:

Table 2. Direct Influence of Research Variables on Hypothesis 1

Variable	Path Coefficient	Effect		Simultaneous Effect ($R^2_{YX_k}$)
		Direct	Total	
X_1	0,501	0,501	0,501	-
X_2	0,372	0,372	0,372	-
E	0,508	$1 - 0,742 = 0,258$		-
X_1 dan X_2	-	-	-	0,742

Based on table 2 above, it is known that the influence of coordination in the form of vertical coordination (X_1) and horizontal coordination (X_2) simultaneously on the effectiveness of employee work (Y) at the Kabila District Office, Bone Bolango Regency is 0.742 (74.2%). Thus, the first hypothesis proposed that there is an influence of coordination in the form of vertical coordination (X_1) and horizontal coordination (X_2) simultaneously on the effectiveness of employee work (Y) at the Kabila District Office, Bone Bolango Regency, can be accepted.

B. Second Hypothesis Test Results

The second hypothesis to be tested is: There is a partial influence of coordination in the form of vertical coordination (X_1) on the effectiveness of employee work (Y) at the Kabila Sub-district Office, Bone Bolango



Regency. The method used in conducting partial testing uses path analysis. The results of the hypothesis testing can be seen in table 3 as follows:

Table 3. Direct Influence of Research Variables on Hypothesis 2

Variable	Path Coefficient	Effect		Simultaneous Effect (R^2YX_k)
		Direct	Total	
X1	0,501	0,501	0,501	-

Based on table 3 above, it can be explained that the direct influence of vertical coordination (X1) partially on employee work effectiveness (Y) is 0.501 or 50.1%. While the total influence of vertical coordination (X1) partially on employee work effectiveness (Y) is 0.501 or 50.1%. Thus the second hypothesis proposed that: There is an influence of coordination in the form of vertical coordination (X1) partially on employee work effectiveness (Y) at the Kabila Sub-district Office, Bone Bolango Regency, can be accepted.

C. Third Hypothesis Test Results

The third hypothesis to be tested is: There is a partial influence of coordination in the form of horizontal coordination (X2) on the effectiveness of employee work (Y) at the Kabila Sub-district Office, Bone Bolango Regency. The method used in conducting partial testing uses path analysis. The results of the hypothesis testing can be seen in table 4 as follows:

Table 3. Direct Influence of Research Variables on Hypothesis 3

Variable	Path Coefficient	Effect		Simultaneous Effect (R^2YX_k)
		Direct	Total	
X2	0,372	0,372	0,372	-

Based on table 4 above, it can be explained that the direct influence of horizontal coordination (X2) partially on employee work effectiveness (Y) is 0.372 or 37.2%. While the total influence of horizontal coordination (X2) partially on employee work effectiveness (Y) is 0.372 or 37.2%. Thus the third hypothesis proposed that: There is an influence of coordination in the form of horizontal coordination (X2) partially on employee work effectiveness (Y) at the Kabila Sub-district Office, Bone Bolango Regency, can be accepted.

5. Discussion

Establishing a mechanism in an activity is very important to coordinate work or organize a harmonious unit. When individuals in an organization carry out their own activities, the overall goals of the organization may be neglected or there may be conflict between members. The coordination mechanism allows members of the organization to continue to direct their activities towards achieving organizational goals, and reduce inefficiencies and destructive conflicts. Coordination is intended for leaders to coordinate human resources and other resources owned by the organization. The strength of an organization depends on its ability to organize its various resources in achieving a goal.

Every organization has limitations in human, financial and physical resources to achieve organizational goals. The success of achieving goals depends on the selection of goals to be achieved by using resources to achieve those goals. In order for the goals of the organization to be achieved as expected, one aspect that is considered is the human factor. In an effort to improve the effectiveness of employee work in a bureaucratic environment, effective coordination is needed. This is what underlies the idea that management functions (including coordination) need to be carried out in a bureaucratic environment in carrying out bureaucratic duties to provide services to the public effectively and efficiently.

As is known that organizations or offices in their efforts to achieve goals need to be supported by several elements, a person who is given authority in an office must have high dedication, high work spirit and be responsible and also supported by the provision of other physical office facilities that help facilitate the achievement of predetermined goals. The results of the study at the Kabila District Office, Bone Bolango Regency, regarding employee work coordination and effectiveness, showed that coordination in the form of

vertical coordination (X1) and horizontal coordination (X2) simultaneously influenced employee work effectiveness (Y) at the Kabila District Office, Bone Bolango Regency, which was 0.742 (74.2%).

Then, the influence of coordination in the form of vertical coordination (X1) partially on the effectiveness of employee work (Y) at the Kabila District Office, Bone Bolango Regency is 0.501 or 50.1%. While the influence of coordination in the form of horizontal coordination (X2) partially on the effectiveness of employee work (Y) at the Kabila District Office, Bone Bolango Regency is 0.372 or 37.2%. Thus it can be said that, partially (independently) and simultaneously (together), coordination in the form of vertical coordination (X1) and horizontal coordination (X2) have a positive contribution to the effectiveness of employee work (Y) at the Kabila District Office, Bone Bolango Regency. Coordination as the achievement of group efforts regularly and unity of action in achieving common goals. Related to these things as an effort to harmonize joint tasks, tasks of parts, in order to realize overall goals. Coordination is an effort that directs and states the activities of the work unit, so that all activists move as a unified whole to achieve goals. There are various skills and knowledge of employees, technology, budget and other work facilities that are closely related to the success of the organization. In addition, there are a series of activities carried out by all individuals and all existing organizational units. There is integration between all activities, both at the individual level and at the organizational unit. There is harmony because the activities are carried out according to the systematics, work time and avoid emptiness and duplication of organizational activities. There is a direction from all organizational units that are moving towards the same target or goal. Through good internal coordination, all organizational activities can be well organized, organized and fostered, so that the activities of each individual in the existing organizational structure, both sub-section ranks can be achieved optimally in the form of overall work effectiveness. So it is clear that coordination contains integration and is carried out harmoniously and simultaneously from all actions taken. From the description it shows how important the role of coordination is for a leader, especially in terms of creating the principle of harmony and balance in realizing goals efficiently and effectively.

6. Conclusion

Coordination is very important to be carried out in a good cooperative organization in the working mechanism which is very dependent on the reciprocal relationship between leaders and staff and fellow employees. Coordination activities apply to all work units, where each work unit carried out by various people can take place harmoniously and in balance in the desired direction, so a leader must be able to carry out a coordination action. The coordination model between leaders and subordinates does not have to be formal, but can also be carried out informally outside of the task, because in carrying out service tasks to the community there are several provisions and certain interests that influence it.

This study has several limitations, including the scope that only focuses on a particular sub-district office so that the results cannot necessarily be generalized to other government agencies with different characteristics. In addition, this study only tests the effect of coordination on work effectiveness without considering other variables that may also have an effect, such as leadership, employee motivation, or the availability of infrastructure. Another limitation lies in the data collection method that may be subjective, such as the use of questionnaires that depend on the perceptions of respondents, so that it has the potential to affect the validity of the research results.

The results of this study can provide practical benefits for sub-district offices in improving employee work effectiveness by strengthening coordination between sections. The research findings can be the basis for leaders to design policies that support synergy between units, such as holding regular coordination meetings, preparing clear SOPs, or team collaboration training. In addition, this study can also encourage improvements in the quality of public services, because effective coordination will reduce overlapping tasks, speed up the administrative process, and increase responsiveness to community needs. Thus, the Kabila sub-district office can operate more efficiently and have a positive impact on achieving development goals at the sub-district level.

Acknowledgments

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