

## IMPROVING ORGANIZATION FUNCTION IN CONNECTING BOARD AREA IN EAST NUSA TENGGARA

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### Abstract

This study aims to improve the organizing function of the East Nusa Tenggara Provincial Liaison Agency from the perspective of collaboration and organizational structure. The collaboration that was built was still tentative and situational as well as the organizational structure depicted in the division of tasks and functions that are very broad with limited authority. Collaboration and organizational structure are important elements in organizing as one of the management functions that need to be improved so that the NTT Provincial Liaison Agency is able to adapt to global changes and changes in the governance structure of NTT Province 2018-2023. This study uses a qualitative description to be the right choice oriented towards a deepening understanding of the organization that will produce descriptive information about collaboration and organizational structure of the Liaison Agency of the Province of East Nusa Tenggara Province. Data collection techniques including in-depth interviews focus discussion groups (FGD), documentary studies and online data search. The results of the study showed that the collaboration that was built was formal and did not produce quality deliberation while the organizational structure was not yet flexible and centralized although it had supported the coordination function of the Regional Liaison Agency, but in its implementation was not optimal, had a low hierarchy.

*Keywords: organizing function, collaboration, organizational structure*

### A. PRELIMINARY

Provincial Government Liaison Agency NTT according to NTT Governor Regulation No. 88 Year 2016 NTT Provincial Liaison Agency has a duty to help governors carry out the function of supporting the coordination of the implementation of government affairs and development with the Central Government under the authority of the provincial Regions.

Administratively, Board Liaison Provincial NTT carry out tasks that include pick up of local officials, especially the Governor, the Deputy Governor, the Secretary or representing the head - the bureau chief at the Office of the Governor of NTT to coordinate with the central government while coordinating with services / technical bodies have not been implemented lead agency / board coordinate directly with the central government. But if the function of coordination with the departments / agencies can reduce wasteful spending

official travel agencies / services sizable as envisaged in the 2018 budget of Rp. 52,819,347,020. As reported by Kompasiana that official travel is thought to be a waste of state. BPK has several times proposed travel related services after financial audits of government. Various efforts were made for an activity trip is no longer a gap wasteful spending but it seems that official travel is still ongoing waste (Kompasiana, 2016).

As a representative of the NTT provincial government based in Jakarta Provincial Liaison Agency NTT also establishing relationships between the Regional Liaison Institutional Organization throughout Indonesia. In addition, under certain conditions Agency Liaison Provincial NTT establish collaborative relationships that are tentative and situational with community leaders NTT in Jakarta and parties - other parties concerned to deal with social problems NTT communities in Jakarta such as disputes between young people and employment.

NTT Provincial Liaison Agency also manages number of assets belonging to the NTT provincial government. These assets are Wisma NTT in Jakarta, Depok student dormitories in unpopulated and poorly maintained, student dormitories in Bandung and Yogyakarta including the Pavilion area in TMII. Of a number of existing assets, NTT and only guesthouse in TMII Pavilion area that has economic value with revenues in 2017 of Rp. 169 250 000, - decreased in 2018 to Rp. 117.550.000.- Although both these assets generate revenue value but do not meet the targets to be achieved at Rp. 350.000.000.000/per year.

In addition to collaboration, to some extent, the organizational structure as the basis for almost everything in organizational behavior. The organizational structure of Provincial Liaison Agency NTT applying the pattern of relationships within and outside the organization is reflected in the division of tasks and functions that are very spacious with limited authority. Authority of the Board Liaison Provincial NTT as mandated by Government Regulation No. 18 of 2016 is the authority echelon Officials Pratama (Echelon II), whereas the Head is

Acting Administrator (echelon III) acts as a decision-maker with the official leadership of High Primary (Echelon II) which is responsible to the Governor through the regional Secretary, while the tasks and functions are very spacious, namely to support the implementation of all areas of government affairs at both provincial and district / city.

Conceptually, the organizational structure as the basis for almost everything in organisasi. Oleh behavior, therefore, the importance of an organizational structure will help the managers of the decisions in the design of the organization as a way of identifying human resource management and all functions that exist for completion companies work with guidelines vision, mission and goals of the organization (Gammahendra, Djamhur, and Faizal Mohammed, 2014).

In line with the increase in the affairs of the Provincial Government of NTT in Jakarta should the Agency Liaison area NTT Province not only perform the function of administrative alone (administrative heavy) but also carry out the management (heavy management) that decent with government collaborative involving the stakeholders that interact with each other profitable and organization structure design effective.

As a representative of the NTT provincial government in Jakarta, the Provincial Liaison Agency should be organizations that rapidly adapt to change-change in the new environment, including changes in local government structure. Prospects offered is to manage changes to align the vision of the Head of the Provincial NTT years 2018-2023 ie "NTT Risen realize a prosperous society in Frame Homeland" as well as to fulfill the mission: (1) creating a prosperous society, independent and fair; (2) establishing NTT as one of the gates and the national tourism development center (ring of beauty); (3) increasing the availability and quality of infrastructure to accelerate development; (4) improving the quality of human resources; (5) reform to birokrasi. Salah one mission "Reforms" to realize the quality of public services with the implementation of performance management systems. To achieve the vision

and mission, the NTT provincial government should restructure the organization of NTT Provincial Liaison Agency.

Based on the background of the problems Liaison Agency NTT provincial investigator considers it important for the purpose of increasing *kajiandengan* melakukan sebuah organizing functions NTT Provincial Liaison Agency.

## **RESEARCH METHODS**

The research was conducted at the Regional Liaison Agency NTT Province which is located in Jakarta in 2018. The method used is qualitative descriptive information that generates insight-oriented phenomenon experienced by the study subjects. According to (Moleong J, 2015) that qualitative research is research that intends phenomenon of what is experienced by the subjects of the study such as behavior, perception, motivation, action, etc., holistically and by way of description in the form of words and language, in a specific context naturally and by utilizing various natural methods.

Data were collected by interview and documentation. Interviews were conducted is a structured interview (structural interview). According to (Sugiyono, 2016) structured interview was used as data collection techniques, when a researcher or data collectors have been know for sure about what information will be obtained. Therefore, in conducting interviews, collecting data has been set up research instrument in the form of written questions that alternative answers have been prepared. Data collection techniques are such as writing documents, regulations, policies, reports, and other support documents.

Methods of data analysis using a model of Miles and Huberman at the time of data collection took place and after selesai data collection. Miles and Huberman in (Sugiyono, 2016), Suggests that activity in the qualitative data analysis performed interactively and runs

continuously until complete, so that the data is already saturated. Activities in data analysis, namely:

1. *Data reduction*, Data obtained from lapangan jumlahnya pretty much, for it should be noted carefully and in detail. data reduction means summarizing, choose the basic things, focus on the things that are important, look for themes and patterns.
2. *Data display* (study data), in the form of tables and pictures and the most often used is berifat narrative text.
3. *Conclusion drawing / verification*, conclusion and verification. initial conclusion still provisional and will change when found strong evidence to support the data collection stage next.

## **THEORETICAL FRAMEWORK**

### 1. Organizing

Within the organization there are two limitations, namely the "organization" as a noun, "organizing" as a verb that refers to a series of activities carried out systematically.

Organizing described by Terry as a leader in the management (Rifai & Fadhli, 2013) namely: "Organizing is the establishing of effective behavioral relationship among persons, so that they may work together efficiently and gain personal satisfaction in doing selected tasks under environmental conditions given for the purpose of Achieving some goal or objective".

Terry in (Saefudin, 2017) said the organization is the basis of management activities implemented to regulate all the necessary resources including human element, so that the work can be completed successfully.

Understanding the organization according to Sutarto (Priyono, 2014) that organization is the process of merging the work of individuals or groups have to do with the talent that is

needed to perform tasks, such giving the best channel to use an efficient, systematic, positive and coordinated effort provided.

The theory of organization is one part of the organizing function in the system of government management with a number of concepts that form the basis of thought. These concepts accumulated in the three major concepts of the collaboration, organizational structure and networking. Ketiga konsep tersebut described as follows:

## 2. Collaboration

Collaboration as by CIFOR / Pili (Haryono, 2012) is a form of co-operation, interaction, compromise some elements related to individuals, institutions or parties involved directly and indirectly that received the consequences and benefits. The values that underlie a collaboration is a common purpose, a common perception, willingness to proceed, mutual benefit, honesty, compassion and community-based.

Collaboration can be traced understanding of Ann Marie Thomson in (Warsono, 2009) explains that there is a concept similar to the co-operation but it has a deeper meaning, namely collaboration.

*Collaborative Governance* by Ansell & Gash in (Sururi, 2018) as a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to the make or implement public policy or manage public programs or assets.

Researchers used a collaborative process theory of Emerson, Nabatchi and Balogh seeing a comprehensive and precise components used in responding to the problem. The theory of the process of collaboration or Collaborative Governance Regime (CGR) describes in detail how the collaborative process that is dynamic and cyclical with generating actions and impacts while, before heading to the main impacts and adaptation to the temporary impact.

According to (Emerson, Nabatchi, and Balogh, 2012) three components of the interaction of the dynamics of collaboration, namely:

a. First, the movement of Joint Principles (Principles Engagement)

The movement principle together is constantly in collaboration. Some things such as dialogue, face to face or through an intermediary technology is a way of moving the collective principles in inter component can reaffirmation common goal, the establishment and development of common principles that are often expressed in a variety of perspectives actors involved. The initial step is how the government chooses the actors who will be involved in further collaboration after collaboration developing the addition of actor also possible. Then it shared principles embodied that can be described in three elements:

1) Disclosure (discovery)

Revealing the interests of each actor as well as the construction effort of mutual interest. Disclosure both on collaboration and individuals within it can be analyzed from the actor bergabung interest in collaboration.

2) Deliberation (Deliberation)

Often, it happens to differences of thought, perspectives and interests appear at any moment. Build quality deliberation advocacy requires expertise not necessarily in all individuals, but the majority will suffice. Advocacy is internal means to drive collaboration and keep it running pad atujuan actor collaboration and actors to keep it running in collaboration objectives produce conflict relations strategically and effectively.

3) Determination (determination)

The action will mean the establishment of the desired goal, which is divided into primary and substantive.

b. Second, Motivation Joint (Shared Motivation)

Motivation shared emphasis on interpersonal and relational element of the dynamics of collaboration sometimes referred to as social capital. This component diinisai by movement along the principle that a medium-term results. Motivation consists of 4 elements of mutual benefit include: mutual trust, mutual understanding, internal legitimacy and commitment.

c. Third, the capacity for collective action (capacity for joint action).

The elements contained in the capacity for joint action are:

1) Procedures and institutional agreements. Various procedures and protocols as well as the structure of the collaboration needed in the management of interaction between actors. While the dimensions of the collective agreement are general rules (ground rules), protocols in activities (operating protocol), perturan to make a decision (decision rules) etc which may be formed. Often the existing collaboration agreement originally was informal but over time it is necessary formalities such as the establishment of formal legal regulations or a legal foundation to collaborate. For greater collaboration, more complex and long duration then the institutional structure of collaboration must be clear and protocols for administration and management of the necessary collaboration activities.

2) Leadership

The leadership role during the collaboration process are (1) as a party to mobilize support for collaboration; (2) penguinisasi meetings; (3) facilitator and mediator; (4) the representation of actors and collaboration as a whole; (5) pendistributor knowledge; (6) encourage the use of technology in collaboration; (7) to advocate in public. Another major role of leaders is how his actions encourage deliberation or resolve conflicts and how to improve the determination of actors to the goals of



collaboration (done during the process of collaboration in progress).

3) Knowledge (knowledge).

Knowledge is a combination of information with the understanding that information and add capabilities. Knowledge lead to action, but knowledge can inform or confusing. What is more important is how to distribute knowledge and actors memanaaatannya so useful for collaboration.

d. Fourth, Resources (Resources)

The exchange and merger of resources is one of the advantages of collaboration. Is funding financial resources, the division of time and roles, technical and administrative support for the implementation of activities, mutual mentoring, skills needs analysis collaboration and implementer of the field and the need for an expert. In practice it is extremely complicated and not easy because it is influenced by other elements, namely the procedures and institutional agreements made whether to accommodate it, how the role of leader and distribution of existing knowledge and resources to encourage the exchange of collaboration establish whether the resource management mechanism.

3. Organizational structure

The organizational structure is an arrangement of the relationships between organizational units, positions, duties, authority and accountability-accountability within the organization. The organizational structure set relatively fixed relationship or certainly among the tasks that exist within the organization to achieve the goals organisasi. Menurut Robbins and Coulter dalam (Nurhayati & Darwansyah, 2013) the organizational structure is defined as a formal framework for the organization to that framework of job tasks are divided, grouped, and coordinated. Good organizational structure trying to realize the consistency and harmony of work. The organizational structure is a system that must be implemented by the manager to

move the activity to achieve unity of purpose. The organizational structure should be evaluated to ensure consistency in the implementation of effective and efficient operations to meet current needs.

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There are six elements in the preparation of the organizational structure according to Robbins in (Prayoga, 2016) that is :

- a. Specialization of work activities. The essence of work specialization is the degree to which tasks in the organization is divided into several separate work. A manager is also worth emphasizing the efficiencies that can be achieved through labor specialization. Job specialization is also often called the division of labor (division of labor), the reason is when specialization is used, workers focus on one task. But now many organizations do a job rotation through the formation of work teams and challenged workers to prove their ability in other types of employment.
- b. Departmentalization is the basis used to group jobs together. The most common way in konteksdepartementalisasi is passing the function performed. For example, manufacturing managers organize the factory by separating the engineering, accounting, manufacturing, personnel and purchasing. These five types of jobs each grouped into a similar department.

- c. Chain of Command is the unbroken line of authority that extends from the top of the organization to the bottom unit and explain who is responsible to whom. The authority itself is a right inherent in a managerial position to give orders and to hope that the orders are obeyed. The chain of command to determine who is responsible to report or to whom.
- d. The scope of control is how many subordinates that can be set by a manager effectively and efficiently. The scope of control is very important because it determines the level of the structure and how the manager needed an organization. The broader the scope, the more efficient the organization.
- e. Centralization and decentralization. Centralization refers to the extent to which the decision-making is concentrated at a single point in the organization, centralization is also true when the top management make key decisions the organization with little or no input from the lower levels. Conversely, if the lower level are given the opportunity to provide input for decision-making or even given the authority to make decisions, it is called a decentralized environment.
- f. Formalization refers to the degree to which jobs within an organization are standardized. If the work is standardized high, then the job holder should never be violated procedures for menyelesaikan pekerjaan job. However, when the formalization low, relatively non-programmatic work behavior and the workers have a high degree of freedom to improvise completion of the work. Therefore, the degree of formalization in each organization is different.

In this study the concept of the organizational structure will be reviewed on the dimensions of horizontal differentiation and vertical differentiation. Vertical differentiation organizations determine where in the hierarchy was concentrated decision-making power.

While horizontal differentiation relates to how to divide the organization into subunits. Horizontal differentiation is usually called Departemenisasi merupakan basic strategy coordinating the activities of the organization. Departemenisasi build a chain of command, the focus on mental models or the general way of thinking like serving clients, product development or support any particular skill, departmentalization encouraging coordination through informal communication among employees and subunits.

## **RESULTS AND DISCUSSION**

### **1. Organizational structure**

The organizational structure is essentially a way to organize elements in the organization as well as possible, in order to achieve various objectives predefined (Kusdi, 2009: 176). Therefore, the organizational structure specify how tasks will be divided, who reports to whom, and formal coordination mechanism and patterns of interaction that will be followed. A organizational structure has tigakomponen dimensions: complexity, formalization, and centralization (Robbins, 1994: 6).

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NTT Provincial Liaison Agency has an organizational structure as stipulated in Local Regulation No. 88 of 2016 (Figure 1).

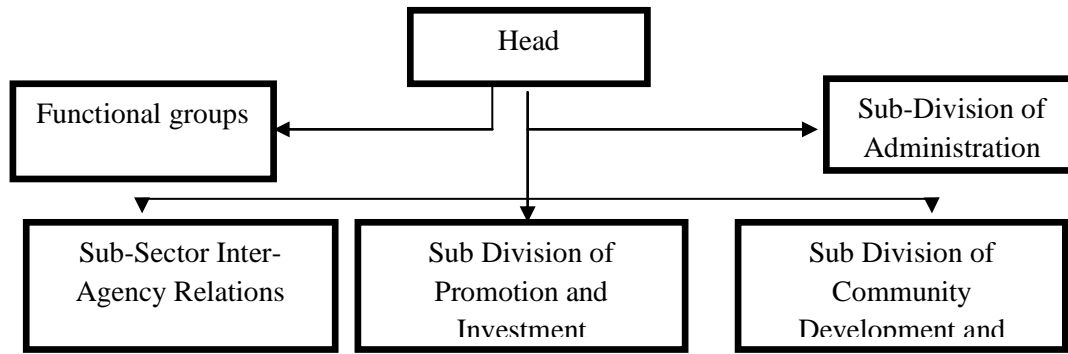


Figure 1. Organizational Structure NTT Provincial Liaison Agency

Organizational structure in Figure 1 shows the chain of command or authority line that connects all levels of personnel in the top to the lowest level sub-fields. In the chain of command envisaged authority and responsibility.

Organizationally, Head of the Agency is the official administrator (echelon III) are responsible to the Secretary area..although which is the official head of the administrator but has the authority echelon II while the duties and responsibilities delegated to the lower level (Echelon IV) and the staff was undertaken in stages.

In the hierarchy of decision-making, power at the level of Head is known as centralization. Argument that strengthens their centralization in the organization is the Head in the top position (top manager) in the organizational structure. When referring to the opinion of Hitt, et al in(Kaswan, 2016) argument for centralization of the reasons could facilitate coordination in line with the task of Provincial Liaison NTT. NTT Governor Regulation No. 88 of 2016 which helped the governor carry out the functions of supporting the coordination of the implementation of government affairs and development with the Central Government under the authority of the provincial Regions.

Implementation of centralized decision-making should bring about a change in the organization but in its implementation task execution Liaison Agency has not been optimal. Supposedly, a centralized organization of power and authority should concentrate on an

individual or team management, centralization could provide a means to the management level to bring about major changes are needed Hit, et al in(Kaswan, 2016),

In the hierarchy of the organization, the Agency for Regional Liaison NTT province has two (2) layers of management that Head and Head of Section / Division is a small organization with a low hierarchy (flat hierarchies). According to(Kaswan, 2016)Most organizations start small often with one or at most two layers in the hierarchy. However, when the organization grows, managers / leaders find that there is limit the amount of information they can process and control what they did to daily operations. To avoid developing too slim and lose control, they tend to add to the layers of management hierarchy, hiring more managers and delegate some authority to make a decision to them. Besides, when the organization grows, these organizations often start the activity, for example, to develop a line of products, integrating vertically or expand into regional or national market that is new. It also creates problems of coordination and control and once again this is solved by adding layers of management hierarchy.

The results of the interview by showing that the number of layers in the organizational structure of the head body with 3 (three) head sub-field is not considered comparable to the workload and the authority of each subfield actually bring obstacle. Here's the interview:

"Our workload is quite high every month we always deal with the problem of workers from NTT in Jakarta that is often abused in addition we also often attend activities of conference / coordination with various ministries and agencies also perform a variety of relationships with other regions in Indonesia even with foreign countries in the field of tourism promotion, education, etc. "

According to Koontz and Wehrich in(Kaswan, 2016)that the management range restrictions will affect the number of people at every level. How many subordinates effectively by a manager answer to this question is very varied. Some say the number of subordinate ideal "usually three, four, six, eight, twelve, twenties and thirties. The penstudi management found that the number was usually four to eight subordinate to the top level of

the organization. So the number of subordinates is generally less at the peak level and more at a lower level or a wide control range at the lower and narrower at the central level. Narrow span of control can produce high organizational structure or structures that have many layers with significant differentiation. The high and formal organization tends to slow in making decisions and responding to changes in the environment.

Organizations will be more formal when relying *berbagaipembakuan* / standardization to coordinate the work. The results showed that each sub-section has a Standard Operating Procedure (SOP) as a reference work. This means that the Provincial Board Liaison NTT is a more formal organization to regular employment activities will make it easier for practices documented in a raw.

According to McShane & Glinov in (Kaswan, 2016) on the one hand formalization can improve the efficiency and compliance of other disis formalization can also bring problems. Rules and procedures reduce the flexibility of the employee following the behavior that has been set even when *siatuasi* in gambling demand response needs to be adjusted. High levels of formalization which tends to weaken the learning and creativity. Most of the work become complicated rules work efficiency is lowered if the regulation is to be followed like a recipe.

According to Hitt, et al in (Kaswan, 2016) although almost all organizations have a certain organizational level even the most formal organizations also have a certain degree of informalisation. Informal organization made up of means of communication, decision-making and control informal, but influential yang merupakan custom section how the work is done in the organization. Informal structures of communication, decision and control *pengambuilan* not appear on the organizational chart but is already commonplace in everyday operations. Informal organization can be specified in the organization that empowers employees. The level of formalization and informalisation vary from organization to organization.

The division of labor as in the job description indicates that the Provincial Board Liaison NTT is organization that has specialized jobs. Therefore, the placement of civil servants should be based on specialization to move the organization to achieve its goals. To find the job specialization job analysis as a reference. Results analisis positions that reflect some civil servants have not been based on specialized expertise, it is also confirmed one of the officials that the placement is not based on need but with different purposes, such as to follow his / her spouse and health considerations require treatment in Jakarta incentives, long considered settled, etc.

Interviews showed that the division of labor is performed gradually according to the job description of each position assigned from the highest leadership level to the lowest level. Their understanding that the division of labor is the duty and responsibility as a civil servant may also indicate the organization is still watching the division of labor than its economic value.

According Camphell in(Kaswan, 2016)that although managers pay more attention to the division of labor than the economic implications of the work, they rarely lose sight of specialization as something rational to divide the work into tasks.

The division of work tasks by Gordon in(Kaswan, 2016)can be done in three different ways: (1) The work can be divided into the field of personal skills. Many people think this specialization division related to positions and areas of professional expertise; (2) The work is divided into different activities required by the natural sequence of the organization's work, (3) Activity work is divided in the vertical direction. every organization has a hierarchy of authority of the manager of the lowest to the highest manager(Kaswan, 2016),

Absolute principle of division of labor should be held in every organization because without the division of labor means that no organization and cooperation among its members.



With the division of labor then the efficiency and effectiveness can be improved to achieve organizational objectives(Wijaya & Rifai, 2016),

## 2. Collaboration

Disclosure (discovery) is the first element of the Joint Principles Mobilization component (Principled Engagement). Disclosure is none other than the dynamics of a process of cooperation that expresses the interests of each actor, the values of the actors as well as the construction effort of mutual interest. Some things like face-to-face dialogue, or through an intermediary technology is a way of mobilizing collective principles. In it there is a reaffirmation of a common goal, the establishment and development of joint principles that are often expressed in a variety of perspectives actor. Therefore, the unification principle is at the core of this (Emerson et al., 2012),

Actors who have the greatest interest to the achievement of the purpose of the collaboration is the Regional Liaison Agency NTT Province which has interests in containing FORKAPPSI is Liaison Agency in Indonesia. Discussion and dialogue becomes routine for a collaboration that was built in FORKAPPSI Local Government to discuss various interests, including the interests of each Liaison Agency in Indonesia. It is seen discussion and dialogue for discussion and the proposed revision of Government Regulation No. 18 of 2016 concerning the regional. Another example is when there was a dispute between young people with Bantam NTT, NTT Provincial Liaison Agency FORKAPPSI utilize as a forum to resolve these issues with the involvement of the Regional Liaison Agency of Banten and also coordinate with the security forces.

Furthermore, according to Innes and Booher (2000), the dialogue is conducted in the process collaboration must be an authentic dialogue (Authentic dialogue), not rhetorical or ritual. Each speaker has legitimacy, talking earnestly, make statements that can be understood by others, and to submit an accurate statement. Dialogue will produce reciprocity,

relationships, learning, and creativity done in dialogue in the process of collaboration must be an authentic dialogue (Authentic dialogue), not rhetorical or ritual.

The disclosure processed at the organizational level FORKAPPSI does not impact the process of collaboration itself. according to the opinion of (Emerson et al., 2012) disclosure on an individual level and actor, mainly in order to build up the formation of a "shared meaning" or a sense of shared continuously. The formation of this will affect the process in which there are discussions with deliberation as "hall mark of successful engagement " or a sign of the success of the movement along the second element of the component Enforcement Joint Principles (Principled Engagement) is a deliberative (Deliberation). Deliberation respects to the breadth / discretion to act in collaboration so as to create room for creativity and innovation in the process of collaboration. Although it has the same meaning but the emphasis of cooperation not only in the deliberations but what about the quality of deliberation in the handling of the problems faced.

Next (Kaswan, 2016) argues that one of the benefits of collaboration is the increasing innovation. Innovation happens when people with a diversity of experiences, knowledge and perspectives work together to achieve common goals. Organizations or individuals who are isolated with the knowledge and views of the same relative tend to produce less innovative solutions. One factor is the tendency to look at something good, problems or challenges with the same relative viewpoint. In fact, the real innovation is the creation of something that was previously unthinkable when many people from the industry, organizations and different cultures use them to solve the same problem.

Liaison Body cooperation with NTT communities in addressing issues such as employment and social issues requires a breadth or flexibility to collaborate so as to bring internal advocacy skills, creativity and innovative. In the resolution of problems of employment and social conflicts, despite having limited resources and authority, the Agency

Liaison still trying optimally although not generate creativity and innovation in the field of social community.

According to (Emerson et al., 2012) to build a quality deliberation in a cooperative advocacy skills necessary though not necessarily all of the individuals involved in such cooperation, but the majority will suffice. Advocacy is internal means for direct cooperation, as well as the actor to continue running on the goal of collaboration, resulting in a strategic and effective resolution. In the context of that undertaken by the Liaison handling of two issues above, advocacy is done internally to the actors involved in collaborative problem solving as the chairman of IKB each NTT Jakarta, party's security, the tokoh 'elders' from NTT in Jakarta and related regional apparatus in NTT. This advocacy relatively goes well with in an attempt to resolve social issues are handled by the Liaison Agency.

Although deliberation is already running in solving various problems but only incidental when deliberation which produces an effective collaboration should result in innovation and creativity. According to (Kaswan, 2016) Effective collaboration can produce quality projects, better, make the team more efficient, creating a healthier environment, increase productivity in large numbers and allow greater growth in the organization. Businesses that adopt a culture of collaboration will emerge stronger and more profitable than competitors that are trying to delay the implementation of the collaboration required by the new economy based on knowledge.

To generate innovation, according to (Sururi, 2018) is the realization of an idea and the idea of public officials as entrypoint implementation of various programs and policies. Thus NTT Provincial Liaison Agency needs to innovate to carry out programs and policies in bidang social community. In addition, it is needed to expand collaboration with the involvement of stakeholders and the various youth organizations around Jakarta.

Another element of the actuating components common principle is determinasi. Involvement of NTT Provincial Liaison Agency in the process of collaboration on goal setting desired action (determination) includes a procedural decision and the result of collaboration products. Procedural decision in the form of co-operation agenda setting, scheduling discussions. While the results of the product in the form of a memorandum of understanding of cooperation, a cooperation agreement, MoU and other strategic decisions.

Collaboration developed for the management of a number of assets have not been implemented. NTT Provincial Liaison Agency to manage without involving other parties. some are managed, and Pensions of NTT and bridge TMII Jakarta, student dormitories in Yogyakarta, Bandung and Depok. The assets were arguably not optimally managed. This is evident from a number of assets that are not used properly even have been damaged as a student dormitory in Depok and Yogyakarta. If Optimization is the use of assets including Wisma NTT and bridge TMII will be able to bring an increase in PADdengan involves the role of third parties in collaboration container.

In principle, the collaboration will benefit all parties in terms of resources, because it raises the potential for sharing and utilizing limited resources owned, is called the capacity for action Join as one of the elements of collaborative dynamics (Hidalgo Ade, 2016),

If collaboration set with other parties such as private interests are the same through the efforts, resources and shared decision making and shared ownership products or services will turn a profit, even an increase in customers and better management.

Asset management is also inevitable fact that NTT Provincial Liaison Agency has a limited capacity so that required cooperation with the private sector in realizing the revenue generating sesauai desired target.

The dynamics of community life that is more advanced and increased the burden of local governments is needed breakthrough involving the private sector to manage. This is in

line with the emergence of new public management perspective thinking of seeing the phenomenon adalanya limited the government's ability to manage public assets owned.

## CONCLUSION

### 1. Organizational structure

The organizational structure of the Agency Liaison Provincial NTT is the structure of the mechanistic to the division of tasks with a specialization inflexible, although the control task centralist has been supporting the coordination tasks but its implementation is not optimal, a hierarchy of lower-level echelon III (Head) and echelon IV (Kasubab / Kasubid) ,

### 2. Collaboration.

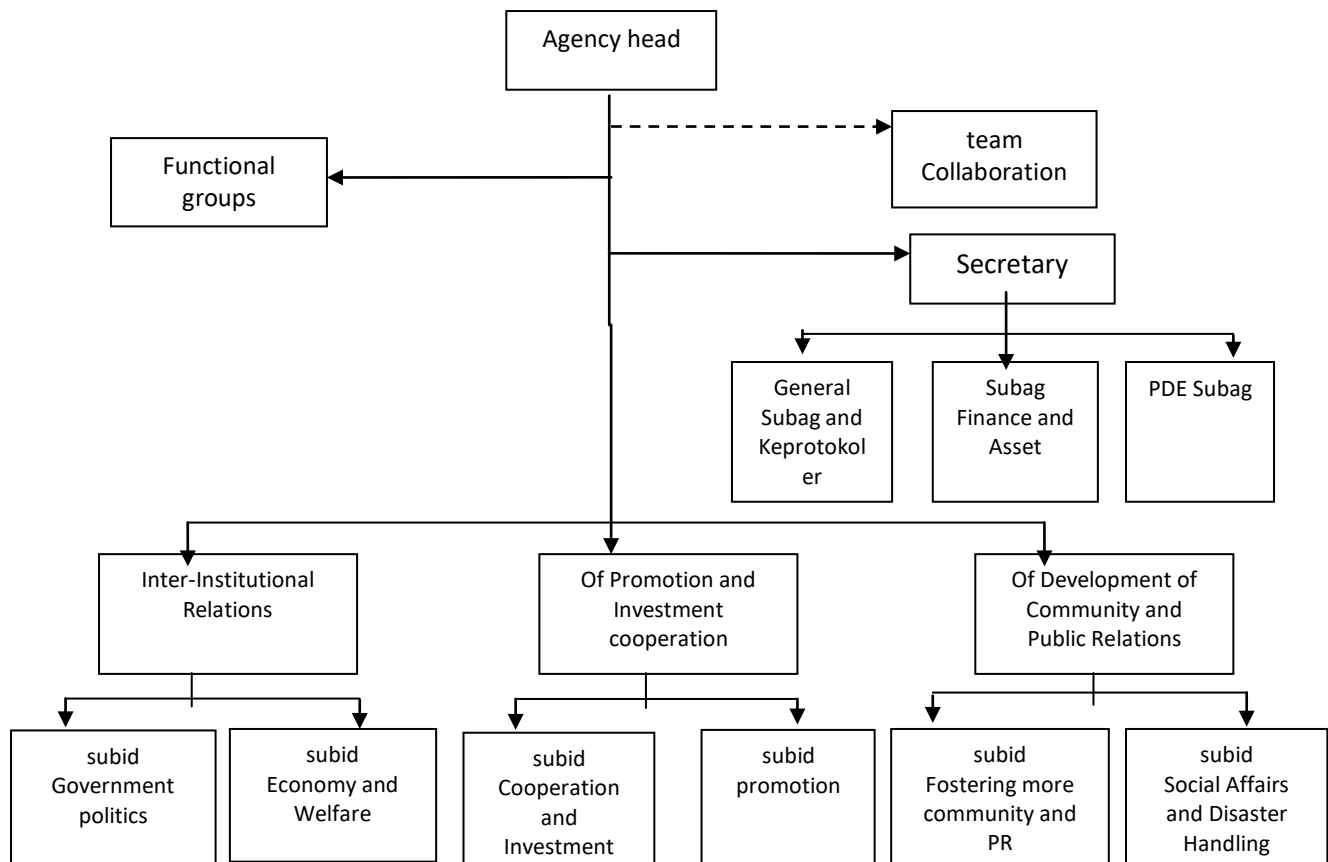
Formal collaboration developed with limited networking that puts NTT Provincial Liaison Agency in coordination functions for the promotion of regional potential and excellent products, investment, culture. In the process, the collaboration also performed Provincial Liaison Agency and the incidental NTTbersifatImmature deliberation quality because of limited resources and advocacy skills to develop innovation and creativity.

## RECOMMENDATION

### 1. Organizational structure

Design of a formal structure with high levels of informalisation of communication by forming Team Collaboration consists of government and private as well as people who have the ability and skill interprofesional with a goal: facilitate the NTT provincial government to communicate and open networking extensively with the government, private and community and improve the functioning of the Agency Liaison Provincial NTT to provide functional roles tactical (echelon III) which is responsible to the Governor

through the Secretary (echelon) which perform the function of a visionary because sungsi tactical played by Board Liaison Provincial NTT will now further away from achieving the visionary when function close to the achievement visionary is a strategic function (echelon II with the design of the organizational structure as follows:



## 2. Collaboration

Expanding networks at the national level in various aspects and dimensions of governance, development and social services, increase synergy governance, development, social services related to community and regional NTT and increase collaborative behavior that consists of behaviors that build "shared meaning" it continues - going and act freely to develop innovations.

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Regulations:

Act No. 23 of 2014 on Regional Government

Government Regulation No. 18 of 2016 of the Region

NTT Governor Regulation No. 88 of 2014 of the Region

Government Regulation No. 27 Year 2014 concerning Management of State / Regional