

Synchronization of Work and Financial Agenda Administration in Realizing Administrative Order in the Finance Sub-Division of Bappeda in Way Kanan Regency

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Abstract

This study investigates the challenges and strategies for synchronizing work and financial agendas within the Finance Sub-Division of the Regional Development Planning Agency (Bappeda) in Way Kanan Regency. The research identifies key issues such as a lack of awareness among staff regarding their financial responsibilities, delays in submitting financial accountability documents (SPJ), and insufficient human resources. Utilizing qualitative methods, including interviews and document analysis, the study emphasizes the importance of aligning work agendas with financial processes to enhance accountability and organizational performance. The findings suggest that increasing the number of qualified civil servants, fostering a culture of professionalism, and improving communication and coordination are essential strategies for achieving orderly financial administration. The study also applies Charles Wright Mills' Middle Range Theory to interpret the organizational dynamics affecting financial management. By addressing these challenges, the Finance Sub-Division can improve its compliance with regulations and overall effectiveness.

Keywords: Financial Administration; Work Agenda Synchronization; Accountability; Human Resources; Middle Range Theory.

Introduction

In contemporary organizational practice, effective financial management is a critical indicator of performance (Beauchamp & Hicks, 2004; Calandro & Flynn, 2007; Flesher, 1993; Mitrea-Curpanaru, 2021). It reflects an organization's ability to adhere to established principles, norms, procedures, and regulations, ensuring that the outcomes achieved are proportionate to the financial resources expended (Beauchamp & Hicks, 2004; Higgins, 2018; Malik & Verawati, 2015; Reider, 2007). This adherence is indicative of what is often referred to as "good" financial management practices (Beauchamp & Hicks, 2004; Doxey, 2019; Siddiqui, 2001). Within the context of the Finance Sub-Division at the Regional Development Planning Agency in Way Kanan Regency, there are notable challenges in achieving and maintaining this standard of financial management.

Current practices reveal that the synchronization between work agendas and financial administration is not optimal, which adversely affects the overall efficiency and compliance of financial processes (Janvrin & Mascha, 2014; Vowles & Haroian, 2012; Xie, 2011). Key issues include delays in the submission of Financial Responsibility Statements (SPJ), which are crucial for the accountability of financial management and the disbursement of funds. These delays are compounded by a high workload and administrative challenges within Bappeda, which often lead to inconsistencies in following scheduled agendas and managing financial documentation effectively.

Previous research has highlighted the significance of aligning organizational processes to enhance both efficiency and regulatory compliance (Doyle & Seymour, 2020; Mutya & Josephine, 2018; Nascimento et al., 2020; Purnomo & Tsany, 2024). However, specific strategies for achieving synchronization between work agendas and financial administration within regional government contexts remain underexplored (Ahmad et al., 2020; Barusman & Habiburrahman, 2022; Mathur, 2017). This gap in understanding underscores the need for a focused investigation into the factors and strategies that can bridge this disconnect.

This study aims to address this gap by examining the current challenges faced by the Finance Sub-Division at Bappeda in Way Kanan Regency. It seeks to identify the underlying factors that hinder effective synchronization of work and financial agendas and propose practical strategies for improvement. By doing so, the research will provide valuable insights into how enhanced coordination between these elements can lead to better financial management and adherence to regulatory requirements, ultimately contributing to improved organizational performance (Calandro & Flynn, 2007; de Waal et al., 2019; Rasid et al., 2014; Xu et al., 2017). The study will explore the dynamics of synchronization in the context of financial administration and offer recommendations to foster a more efficient and compliant financial management system within the regional development planning agency.

Materials and Methods

This study employs qualitative research methods to explore the challenges and strategies for achieving orderly financial administration in the Finance Sub-Division of Bappeda in Way Kanan Regency. The research involves conducting interviews with key stakeholders, including Pejabat Pelaksana Teknis Kegiatan and other staff members, to gather insights into the current practices and challenges faced in financial administration (Ginanjari et al., 2020; Khoimah & Munastiwi, 2022). Document studies are also conducted to analyze existing financial records and accountability documents (SPJ). The rationale for using qualitative methods lies in their ability to provide a deeper understanding of the organizational dynamics and human factors influencing financial administration. This approach allows for a critical evaluation of the project's overall validity and reliability, providing a comprehensive understanding of the research problem (Janvrin & Mascha, 2014; Jinasena et al., 2023; Shollo et al., 2015).

Results and Discussion

The study reveals several critical issues affecting the synchronization of work and financial agendas within the Finance Sub-Division of Bappeda in Way Kanan Regency. Central to these issues are a lack of awareness and delays in financial reporting, which obstruct the attainment of orderly financial administration. Interviews with Pejabat Pelaksana Teknis Kegiatan (PPTK) have highlighted that while these individuals perform their duties competently, there is a noticeable lack of awareness regarding the significance of timely financial administration. This deficiency in awareness results in delays in the submission of financial accountability documents (SPJ), which are vital for maintaining financial order.

Additionally, the study identifies significant delays in the completion and submission of SPJ documents as a major challenge. These delays often lead to bottlenecks during financial audits conducted by the Inspectorate of Way Kanan Regency or the Provincial Audit Board, thereby disrupting the overall financial administration process. The Finance Sub-Division is also grappling with insufficient human resources, which impacts its capacity to maintain timely and accurate financial records. This shortage exacerbates the difficulties in aligning work agendas with financial processes.

Coordination issues between different organizational components, particularly between PPTK and the Finance Sub-Division, further compound the problem. The inadequate coordination exacerbates delays in financial reporting and accountability. The research findings are interpreted through the lens of Charles Wright Mills' Middle Range Theory, which offers a framework for understanding the organizational dynamics and human factors influencing financial administration. This theory highlights the need for aligning organizational processes and human behavior to achieve desired outcomes.

The study underscores the necessity for discipline in data input and timely reporting to ensure transparent and accountable financial administration. It is crucial for all staff members to be aware of their responsibilities and adhere to deadlines to improve financial management. Additionally, the involvement of all organizational components is essential for fostering a culture of professionalism and integrity among employees, which will enhance synchronization between work and financial agendas.

To address these challenges, the study proposes several strategies. First, increasing the number and quality of civil servants (ASN) within the Finance Sub-Division can help alleviate the workload and improve the timeliness of financial reporting. Second, enhancing awareness among employees about the importance of timely financial administration and improving communication channels can reduce delays. Implementing platforms like WhatsApp groups to regularly update staff on pending tasks and deadlines can further support this effort. By adopting these strategies, the Finance Sub-Division of Bappeda in Way Kanan Regency can enhance its financial management, ensure compliance with regulations, and improve overall performance.

Discussion

The synchronization of work and financial agendas within the Finance Sub-Division of Bappeda in Way Kanan Regency is pivotal for ensuring effective financial management and adherence to regulatory requirements (Beauchamp & Hicks, 2004; Calandro & Flynn, 2007). The study reveals several critical challenges in achieving this synchronization and proposes targeted strategies to address these issues.

A major issue identified is the lack of awareness and responsibility among staff regarding their financial management roles. This gap leads to delays in submitting Financial Responsibility Statements (SPJ), which are crucial for maintaining financial order and compliance (Beauchamp & Hicks, 2004; Reider, 2007). The absence of a structured approach to financial administration exacerbates these delays, highlighting the need for increased awareness and responsibility among staff members (Doxey, 2019; Siddiqui, 2001).

Additionally, the study points out frequent delays in financial reporting, which result in bottlenecks during financial audits, thereby disrupting the overall financial administration process (Janvrin & Mascha, 2014; Vowles & Haroian, 2012). These delays indicate a need for improved coordination and adherence to deadlines, which are crucial for effective financial management (Xie, 2011). Furthermore, the Finance Sub-Division faces challenges due to insufficient human resources, impacting the ability to maintain timely and accurate financial records. This shortage complicates the synchronization of work agendas with financial processes, emphasizing the need to enhance both the quantity and quality of civil servants (ASN) in the division (Ahmad et al., 2020; Mathur, 2017).

Coordination challenges also significantly affect the financial management process. Inadequate coordination between different organizational components, particularly between PPTK and the Finance Sub-Division, exacerbates delays in financial reporting and accountability (Doyle & Seymour, 2020; Mutya & Josephine, 2018). Effective communication and coordination are essential to aligning financial processes with work agendas (Nascimento et al., 2020).

To address these challenges, the study proposes several strategies. Enhancing the number and quality of civil servants within the Finance Sub-Division is critical. This involves recruiting additional staff and providing training to improve their skills and competencies (Calandro & Flynn, 2007). Improving awareness and communication among employees is also vital. Utilizing platforms like WhatsApp groups to keep staff updated on pending tasks and deadlines can help reduce delays in financial reporting. Fostering a culture of professionalism and integrity will further enhance synchronization between work and financial agendas (Rasid et al., 2014).

The research findings are interpreted through Charles Wright Mills' Middle Range Theory, which emphasizes the alignment of organizational processes and human behavior to achieve desired outcomes (de Waal et al., 2019). The theory underscores the necessity of discipline in data input and timely reporting to ensure transparent and accountable financial administration (Xu et al., 2017). It also highlights the importance of involving all organizational components to support improved financial administration, advocating for a collaborative approach to

synchronization.

By addressing these challenges and implementing the proposed strategies, the Finance Sub-Division of Bappeda in Way Kanan Regency can enhance its financial management and regulatory compliance, ultimately improving its overall performance. Future research could further validate these strategies' effectiveness in other regional government settings, providing broader insights into their impact (Calandro & Flynn, 2007; de Waal et al., 2019).

Conclusion

The study concludes that the success of synchronization between work and financial agendas in the Finance Sub-Division of Bappeda in Way Kanan Regency depends on the alignment and coordination of tasks. Increasing the number and quality of civil servants (ASN) and fostering a culture of professionalism and integrity are essential strategies for improving synchronization. The research underscores the significance of enhancing awareness and communication among employees to achieve better financial administration. By addressing the identified challenges and implementing the proposed strategies, the organization can improve its financial management and compliance with regulations, ultimately enhancing its overall performance. Future research could explore the application of these strategies in other regional government settings to further validate their effectiveness.

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