

THE INFLUENCE OF HUMAN RESOURCE CAPACITY AND INTER-AGENCY COORDINATION ON THE FAILURE OF SOCIAL ASSISTANCE PROGRAM DISTRIBUTION IN SABU RAIJU REGENCY

Fanyanna Taruna Here Riwu
Universitas Terbuka, Kupang,
Nusa Tenggara Timur, Indonesia
Fanyhereriwu35@gmail.com;

Riswanda
Universitas Terbuka, Kupang,
Nusa Tenggara Timur, Indonesia;

Nursalam
Universitas Terbuka, Kupang,
Nusa Tenggara Timur, Indonesia.

ABSTRACT

This study aims to analyze the influence of human resource capacity and inter-agency coordination on the failure of social assistance program distribution in Sabu Raijua Regency, a region characterized by 3T (underdeveloped, frontier, and outermost). This study used an associative quantitative approach. Data were collected through a structured questionnaire distributed to 22 respondents directly involved in the distribution of social assistance, including government employees, village officials, and program facilitators. Data analysis used descriptive statistics and multiple linear regression. The results showed that human resource capacity and inter-agency coordination, both partially and simultaneously, significantly influenced the failure of social assistance distribution. Although the human resource capacity of program implementers was generally good in terms of procedural understanding and work experience, weaknesses were found in aspects of digital literacy and interpersonal communication skills. Furthermore, inter-agency coordination was still hampered by data synchronization issues, weak two-way communication, and sectoral egos, which resulted in delays and inaccuracies in distribution. This study recommends strengthening human resource capacity through training focused on digital technology and conflict management, as well as the development of an integrated data system to improve inter-agency coordination to ensure more targeted social assistance.

Keywords: *Human Resources Capacity, Inter-Institutional Coordination, Failed Aid Distribution, Public Policy, Sabu Raijua.*

A. INTRODUCTION

Social assistance is a key policy instrument in global efforts to address poverty and socioeconomic inequality. International institutions such as the World Bank and the United Nations consistently promote the implementation of adaptive and inclusive social assistance policies, particularly for vulnerable groups.

In Indonesia, social assistance policies are an integral part of the national development strategy, implemented through programs such as the Family Hope Program (*PKH*), Non-Cash Food Assistance (*BPNT*), and Direct Cash Assistance (*BLT*). Data from the Central Statistics Agency (*BPS*) shows that social assistance contributes significantly to curbing poverty, particularly during the COVID-19 pandemic.

However, the effectiveness of social assistance depends heavily on targeting accuracy, data reliability, and the capacity of implementers on the ground. This challenge is further compounded in underdeveloped, outermost, and frontier (3T) areas such as Sabu Raijua Regency, which faces limited access, infrastructure, and island geography. In this regency, social assistance programs funded by the national and regional budgets (*APBN*) are a vital tool for ensuring minimum protection for the poor.

Although the number of aid recipients continued to increase from 2021 to 2023, implementation faced the challenge of "failed distribution," which includes aid not arriving, being misdirected, being delayed, or being in an incorrect amount. This phenomenon is often caused by two main factors: low human resource (HR) capacity and weak inter-agency coordination. Limited HR capacity, particularly in digital data collection and communication skills, often leads to procedural errors. Meanwhile, weak coordination between social services, village governments, and distributing banks results in overlapping roles, asynchronous data, and confusion in the field.

B. LITERATURE REVIEW

Previous research in other regions has identified various obstacles to social assistance distribution, such as administrative issues, invalid data, and lack of outreach. However, research specifically examining the simultaneous impact of human resource capacity and inter-agency coordination in the context of a 3T (frontier and remote) region like Sabu Raijua is still limited. Therefore, this study urgently analyzes the influence of human resource capacity and inter-agency coordination on the failure of social assistance program distribution in Sabu Raijua Regency. The results are expected to provide effective and practical policy recommendations.

C. METHOD

This study uses an associative quantitative approach to analyze the causal relationship between the independent variables (human resource capacity and inter-agency coordination) and the dependent variable (failed aid program distribution) in Sabu Raijua Regency. The information sources in this study consist of primary and secondary data. Primary data were obtained directly through questionnaires distributed to respondents, while secondary data were obtained from documentation studies such as official reports and related statistical data.

The study population consisted of all employees and officials involved in the aid distribution process in Sabu Raijua Regency. Sampling was conducted using a simple random sampling technique, with the criterion of having at least

one year of experience in aid distribution. Twenty-two respondents were recruited and completed the questionnaire.

The main research instrument was a structured questionnaire designed using a Likert scale to measure the research variables. Furthermore, documentation techniques and in-depth interviews were used to strengthen and validate the questionnaire findings. Data analysis was conducted in several stages, starting with instrument validity and reliability testing, followed by descriptive analysis to describe the characteristics of respondents and the distribution of answers, and multiple linear regression analysis to test the hypothesis regarding the influence of independent variables on the dependent variable partially (t-test) and simultaneously (F-test).

D. EXPLANATION

Based on demographic data, the majority of respondents (59.1%) had more than six years of work experience in social assistance, with the remainder (40.9%) having four to six years of experience. This indicates that respondents have adequate understanding and experience in implementing programs in the field. The questionnaire results showed very positive perceptions from respondents regarding human resource capacity and inter-agency coordination. Regarding human resource capacity, the majority of respondents stated they fully understand procedures (64%), are very knowledgeable about the types of assistance (64%), and feel highly skilled in carrying out their duties (73%). Respondents also felt capable of addressing issues that arise in the field.

Regarding inter-agency coordination, most respondents rated inter-agency communication as very effective (59%), inter-agency cooperation as very good (43%) or good (57%), and related agencies as very open in sharing information (73%). Conflict resolution was also rated as very effective by a majority of respondents (64%). However, contradictory findings emerged regarding the distribution failure variable. Although respondents rated the accuracy of targeting aid recipients as very high (55% very accurate, 36% accurate), the majority (50% very accurate, 45% accurate) also identified errors in the recipient identification process that resulted in inaccurate distribution. This indicates fundamental problems in the data collection and verification process, even though implementers felt the program was running smoothly.

The analysis shows that human resource capacity significantly impacts the failure of aid program distribution. Although implementers have a high level of procedural understanding and experience, in-depth interviews revealed limitations in technical skills, such as the use of digital data collection applications, exacerbated by the geographical conditions and limited internet infrastructure in Sabu Raijua. Furthermore, weaknesses in soft skills, particularly communication and conflict management with the community, also pose a vulnerability that triggers misunderstandings in the field. These findings align with Human Capital Theory (Becker, 1964), which emphasizes the importance of continuous investment in human resources, not only in technical but also interpersonal aspects, to increase productivity and effectiveness.

Inter-agency coordination has also proven to be crucial. Although formal communication, such as regular coordination meetings, occurs, follow-up implementation is suboptimal. The main problem lies in the lack of synchronization of recipient data between the Social Services Agency and village officials, resulting in duplicate data or the continued registration of ineligible recipients. The lack of two-way communication and sectoral egos between agencies exacerbate the information gap, which directly impacts the inaccuracy of aid targeting. This confirms the Collaborative Governance Theory (Ansell & Gash, 2008), where the lack of trust and integrated working mechanisms hinders effective collaboration.

Simultaneously, human resource capacity and inter-agency coordination significantly influence distribution failures. High human resource capacity will be ineffective without a strong coordination system, and vice versa. The combination of low digital skills among officers and weak data integration between agencies increases the risk of administrative errors, distribution delays, and inaccurate targeting of recipients.

E. CONCLUSION

Based on the analysis and discussion, it can be concluded that human resource (HR) capacity and inter-agency coordination, both partially and simultaneously, significantly influenced the failure of social assistance program distribution in Sabu Raijua Regency. First, HR capacity, although generally good in terms of procedural understanding and experience, still has weaknesses in digital literacy and interpersonal communication skills, which trigger errors in the field. Second, inter-agency coordination has not been optimal, characterized by data asymmetry, weak two-way communication, and sectoral egos that hamper the effectiveness of aid distribution. The combination of these two factors, exacerbated by geographic and infrastructure challenges in the 3T region, is the main cause of the failure of distribution.

As a suggestion, the Regional Government of Sabu Regency Raijua needs to strengthen its coordination system by building an integrated database that can be accessed across agencies. Furthermore, human resource capacity building needs to be continuously improved through training focused on digital technology, public communication, and conflict management. Future researchers are advised to expand their research by directly examining the impact of social assistance on community welfare indicators or conducting comparative studies in other 3T (frontier and remote) areas to enrich the national strategy for addressing the phenomenon of failed distributions .

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