



The Evaluation of Grant Management in Central Kalimantan Province Based on The Theory of Organizational Effectiveness

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Abstract

This study evaluates the effectiveness of grant management in Central Kalimantan Province based on the theory of organizational effectiveness. The approach used Mixed Methods includes targets, system resources, internal processes, and a combination, with quantitative and qualitative analysis. The subjects of the study consisted of 6 people, selected by purposive sampling. Data were obtained from the grant document verification process in various districts/cities in Central Kalimantan Province. The results showed that only 73% of documents met the criteria, while 27% required revision. Key findings include suboptimal coordination, limited human resources, resistance to digitalization, and inconsistent Standard Operating Procedures (SOPs). The study also noted the success of local initiatives, such as partial digitalization and collaboration using social media. Key recommendations include stabilizing SOPs, improving technology training, optimizing digital applications, and better coordination between grantee institutions and the People's Welfare Bureau. This study offers strategic, data-driven solutions to improve the effectiveness of grant management at the provincial level, which has the potential to provide broader economic and social benefits.



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INTRODUCTION

Effective grant management in public administration is a crucial competency, especially for organizations responsible for allocating funds to support social welfare, education, and community development initiatives (Boesso et al., 2014; Poister et al., 2018). The Bureau of Social Welfare of the Provincial Secretariat of Central Kalimantan plays a crucial role in managing subsidies allocated for religious education and spiritual infrastructure. Despite the importance of these projects, their management has been criticized due to challenges in coordination, compliance with standards, and the utilization of available resources (Kasaeva et al., 2022). This paper analyzes these challenges and proposes feasible solutions by leveraging the organizational efficiency theory presented by Martani Huseini and S.B. Hari Lubis (Huseini & Lubis, 2009).

Organizational effectiveness is a comprehensive concept that assesses an entity's ability to achieve its goals, use resources efficiently, maintain optimal processes, and integrate activities to produce the desired outcomes (Salvador & Forza, 2023). The theory proposes four key techniques for evaluating effectiveness: the objective approach, the resource systems approach, the internal process approach, and the combined approach. These techniques offer a comprehensive framework for assessing organizational performance across domains, identifying areas for improvement, and highlighting strengths.

The target strategy focuses on how well the Bureau of Social Welfare achieves its set objectives. The primary goal of the Bureau of Social Welfare is to achieve thorough verification of grant documentation to ensure quick and accurate fund

disbursement. Data from 2023 indicates that only 73% of documents were verified accurately, while 27% required modifications or additional evidence. This inconsistency points to weaknesses in compliance and coordination between internal management teams and grant recipient agencies (Bureau of Social Welfare, Provincial Secretariat of Central Kalimantan, 2023).

This phenomenon aligns with research by Poister et al. (2018), which highlights that one of the main challenges in grant management is the gap between planned targets and implementation. They found that factors such as lack of training and poor communication between recipients and grant providers were key causes of discrepancies. Pratiwi et al. (2018) on the implementation of e-grants in Banten Province also found that inconsistencies in SOP application and weak inter-agency coordination were significant barriers. Procedural discrepancies often create confusion, particularly for grant recipients with limited resources.

Based on data, administrative success in meeting grant requirements varies significantly, from 50% to 100% across districts/cities. This disparity highlights differences in capacity and readiness across regions in meeting grant administration requirements (Bureau of Social Welfare, Provincial Secretariat of Central Kalimantan, 2023). These phenomena underscore the need for an evaluation of grant management effectiveness to identify and address root issues, so that grant management can be carried out more efficiently, transparently, and with broader benefits for the community.

The resource systems approach assesses the organization's ability to acquire and utilize resources efficiently. This includes the organization's capacity, technological support, and human resources (Al-Shaiba et al., 2020). Central Kalimantan faces significant challenges, including inadequate human resources in the grant administration team, resistance to digitalization, and internet connectivity gaps across the region. These challenges highlight the need for investment in technology and capacity development to optimize resource utilization (Chen et al., 2024; Kolesnik & Rybakov, 2021; Zhang et al., 2023).

Internal procedures are essential to verify the consistency and effectiveness of organizational processes. Well-organized internal systems ensure that tasks are performed systematically and on time. However, frequent modifications to standard operating procedures (SOPs) and inconsistent implementation have disrupted the grant management system in Central Kalimantan. Stakeholders often struggle to adapt to procedural changes, resulting in inefficiencies and administrative delays.

Finally, all approaches evaluate the synchronization and integration of outputs, processes, and inputs. The overall efficiency of grant management depends on this comprehensive perspective. Discrepancies between procedural criteria and actual conditions, along with inadequate communication between the Bureau of Social Welfare and grant recipient groups, have hindered the smooth flow of operations. Frequent modifications to standard operating procedures exacerbate this issue, creating additional challenges for beneficiaries and administrators.

Optimizing the efficiency of grant management in Central Kalimantan requires addressing these issues. Grants are an essential tool for supporting community projects, promoting equity, and stimulating social and economic growth. Inefficient management not only hampers the achievement of these benefits but also risks undermining public trust in democratic institutions. Therefore, it is important to understand the underlying causes of inefficiency and implement appropriate interventions.

This study aims to bridge the gap between academic frameworks and practical implementation by evaluating the efficiency of grant management in Central Kalimantan through the lens of organizational effectiveness theory. Specifically, the study seeks to answer the following research questions: To what extent does the Bureau of Social Welfare achieve its grant management goals? How efficiently does the Bureau of Social Welfare optimize its resources to support grant management? Are internal procedures aligned with organizational goals and stakeholder needs? How can overall effectiveness be improved through enhanced integration of inputs, processes, and outputs?

Grant management is a crucial aspect of public administration aimed at supporting social, educational, and community infrastructure programs. The effectiveness of grant management can be analyzed through various approaches that reflect an organization's ability to achieve goals, optimize resources, and ensure smooth administrative processes. In this study, organizational effectiveness theory serves as the primary framework to assess grant management in Central Kalimantan Province.

1. Organizational Effectiveness Theory

The organizational effectiveness theory proposed by Martani Huseini and S.B. Lubis includes four main approaches: the objective approach, the resource systems approach, the internal process approach, and the combined approach. Each approach offers a unique perspective on assessing organizational performance.

a. Objective Approach

This method evaluates the extent to which an organization has achieved its predefined objectives. Effectiveness is measured based on tangible results, such as document completion rates or performance indicators. "The objective approach emphasizes the achievement of measurable goals consistent with the organization's mission" (Huseini, 2009).

b. Resource Systems Approach

This approach focuses on an organization's ability to acquire, manage, and use resources efficiently. In grant management, these resources include manpower, technology, and infrastructure. "The organization's ability to optimally utilize resources reflects its effectiveness in achieving long-term goals" (Lubis, 2005).

c. Internal Process Approach

This aspect assesses the efficiency and consistency of organizational processes, including operational procedures and internal mechanisms. Inconsistency or frequent changes to procedures can damage management effectiveness. "An organization's success largely depends on the integration and alignment of its internal processes" (Daft, 2010).

d. Combined Method

This approach integrates elements from the three previous methodologies to provide a more comprehensive analysis. This composition facilitates an understanding of the relationship between inputs, processes, and outputs. "The combined approach enables a comprehensive evaluation of all organizational aspects, from planning to implementation" (Robbins & Coulter, 2012).

2. Digitalization in Grant Management

In the digital age, digitalization plays a crucial role in improving the efficiency of grant management. Technology can expedite administrative processes, enhance transparency, and reduce the risk of human error. However, the

implementation of technology also requires adequate infrastructure and human resource readiness. "Digital transformation is a crucial step to improve efficiency and accountability in public administration" (Schwab, 2016).

3. Process Synchronization in Public Administration

The effectiveness of grant management is also determined by the extent to which synchronization between inputs, processes, and outputs is achieved. Discrepancies or barriers in any of these aspects can lead to inefficiency. "Optimal coordination between inputs, processes, and outputs is crucial to achieving organizational goals efficiently" (Poister et al., 2018).

4. Inter-Institutional Collaboration

Collaboration among grant-receiving institutions is crucial to ensuring the success of grant programs. Efficient collaboration can reduce effort duplication and optimize resource use. "Inter-sector collaboration is key to achieving shared goals and improving operational efficiency" (Bryson et al., 2015).

This research makes a significant contribution to understanding grant management effectiveness. First, it employs a comprehensive organizational effectiveness theory approach, covering the goal, resource, internal process, and combined approaches. This approach allows for an assessment of grant management success in Central Kalimantan, addressing various aspects that enable analysis. With this scope, the research can provide insights and opportunities within the grant management system. Additionally, it incorporates qualitative data through interviews with relevant stakeholders. Second, the study does not rely solely on quantitative data but provides practical insights from the perspectives of implementers and grant recipients. Thus, the results of this study are not only descriptive but also offer practical insights that can be used for policy improvements and future implementation.

The novelty of this study lies in the application of organizational effectiveness theory in evaluating grant management, a practice seldom seen in previous studies. It identifies and provides solutions to challenges related to digitalization in grant management in regions with limited resources, focusing on Central Kalimantan, which offers a unique perspective on the variability of effectiveness across regions. The study also provides data-based recommendations for improving grant management effectiveness that can be implemented by other local governments.

METHOD

The research employed a Mixed Methods approach. Data were obtained from the grant document verification processes conducted across various districts/cities in Central Kalimantan Province. The research subjects consisted of six individuals selected through purposive sampling. The subjects included the Head of the Bureau, Head of the Mental and Spiritual Development Division, Head of the Administrative Subdivision, implementing civil servants (internal stakeholders), grant recipients, and heads of religious affairs offices (external stakeholders).

Data collection techniques included:

- Documentation, which involved analyzing documents such as standard operating procedures (SOPs), regulations, and grant reports.
- Observation, through direct monitoring of the grant administration process.
- Interviews, conducted with grant managers and other stakeholders to gain deeper insights.

The theoretical framework used in this study is the organizational efficiency theory proposed by Martani Huseini and S.B. Hari Lubis. The four main strategies for measuring effectiveness are the target approach, resource approach, internal process approach, and integrated approach. Data were collected using both quantitative and qualitative methodologies. Findings from the grant document verification processes in various districts/cities were analyzed quantitatively, based on the percentage of documents that met or did not meet the criteria.

The research steps were as follows:

1. Direct observation of the grant administration process and interviews with grant managers provided qualitative data. In addition, documents such as SOPs, regulations, and reports were used to assess the alignment of actual processes with intended procedures.
2. Field data were linked to the indicators defined by the concept of organizational effectiveness to facilitate data analysis.
3. The analysis aimed to identify gaps between actual outcomes and desired objectives, in order to provide data-based recommendations for improving grant fund management performance.

Data analysis techniques included both quantitative and qualitative analysis. Quantitative analysis utilized data from the verification of grant documents, expressed as the percentage of documents meeting or not meeting the criteria. Qualitative analysis connected the findings to organizational effectiveness theory to identify gaps between actual results and expected goals.

Data validity testing techniques included data triangulation and credibility checks. Data triangulation was conducted by combining quantitative data (document verification) and qualitative data (interviews, observations, documentation) to strengthen the validity of the research findings. Credibility was verified by comparing the findings with organizational effectiveness theory and assessing consistency with previous research.

RESULTS AND DISCUSSION

The results of this study provide a comprehensive overview of the effectiveness of grant management in Central Kalimantan Province, based on quantitative data and in-depth analysis. The main focus of this research is to assess the extent to which each district/city has successfully met the administrative requirements in grant management and to identify the challenges encountered in the process. In this study, grant management is analyzed through the lens of organizational effectiveness theory, which includes the objective approach, resource systems approach, and internal process approach.

Quantitative data show significant variation in the success rates of districts/cities in meeting grant administrative requirements, with some areas demonstrating high levels of compliance, while others face substantial challenges in fulfilling these requirements.

A key finding is the mismatch between the number of qualified documents and the number of grant recipients in several regions. The percentage of administrative success varies widely, ranging from 50% to 100%, indicating disparities in the document verification process. The main challenges identified include a lack of human resource capacity, limited digital infrastructure, and difficulties in adapting to changes in standard operating procedures (SOPs).

It was found that the current verification services still fall short of meeting targets. This is illustrated by the 2024 grant disbursement verification data, as presented in the following table:

Table 1. Grant Verification Results Data for 2024

No	Regency / City	Number of Grant Recipients	Number of Eligible Files		Number of Files to be repaired/completed	
			Files	%	Files	%
1	Kota Palangka Raya	69	69	100%	-	0%
2	Kapuas	65	60	92%	5	8%
3	Pulang Pisau	17	10	59%	7	41%
4	Katingan	12	8	67%	4	33%
5	Kuala Kurun	14	7	50%	7	50%
6	Kotawaringin Timur	34	25	74%	9	26%
7	Kotawaringin Barat	49	30	61%	19	39%
8	Sukamara	20	10	50%	10	50%
9	Lamandau	5	4	80%	1	20%
10	Barito Selatan	31	25	81%	6	19%
11	Barito Utara	25	20	80%	5	20%
12	Murung Raya	21	15	71%	6	29%
13	Barito Timur	7	5	71%	2	29%
14	Seruyan	16	13	81%	3	19%
	SUM	385	301	73%	84	27%

Based on the research findings, grant management in Central Kalimantan Province shows significant variability in effectiveness across different regencies/cities.

1. Goal Approach

The goal approach evaluates the extent to which an organization achieves its predetermined objectives. In the context of grant management by the Bureau of Public Welfare of the Regional Secretariat of Central Kalimantan Province, the primary objective is to achieve a 100% verification rate of grant documents. However, the study reveals that the average achievement rate is only 73%, with 27% of grant documents requiring revision or completion. Cities such as Palangka Raya demonstrated excellent results, achieving 100% compliance, whereas other areas like Sukamara and Kuala Kurun only reached a 50% success rate, highlighting disparities in goal achievement across regions.

Key factors contributing to the lower achievement rates include suboptimal coordination between the Public Welfare Bureau and grant-receiving institutions, delays in document submission, and limited understanding of applicable SOPs by recipient institutions or foundations. Uneven dissemination of information and limited human resources were also significant barriers to achieving the target.

Effectiveness, based on the goal approach, is considered low due to the gap between the planned targets and the actual outcomes. The organization needs to improve coordination – both vertically with recipient institutions and horizontally within internal departments. The use of information technology, such as digital applications, can accelerate and monitor the document verification process (Jager, 2023). Additionally, increasing the frequency of outreach and technical guidance for grant recipients would help speed up the submission of compliant documents (Bell et al., 2024). In the long term, the goal approach

can be enhanced through the implementation of a performance evaluation system based on transparent and accountable target achievement indicators.

The goal-based approach within the organizational effectiveness framework emphasizes achieving specific outcomes, such as the 100% document verification target. However, data show that only a small number of districts/cities have achieved this target. This imbalance reflects differences in capacity and readiness among grant-receiving institutions in meeting administrative requirements. Palangka Raya, with a 100% compliance rate, stands out as a top performer and may serve as a benchmark for other regions to adopt similar strategies and practices.

Conversely, Sukamara and Kuala Kurun face significant challenges, each only achieving a 50% success rate. These challenges include limited human resources, inadequate access to information on SOPs, and insufficient digital infrastructure. A lack of training for grant recipients has also significantly impacted target achievement. Uneven information dissemination and outreach by the Public Welfare Bureau has further worsened conditions in these areas (Dzikrullah & Chasanah, 2024).

A feasible solution would be to conduct more intensive and evenly distributed outreach programs across all districts/cities, especially in low-performing regions. Outreach can be delivered through on-site training, digital media such as tutorial videos, or partnerships with third parties such as religious institutions and local governments (Tjandrarini et al., 2021). This approach ensures that all stakeholders share a common understanding of grant document verification procedures and requirements.

To address delays in document submission, the organization should implement a technology-based early warning or reminder system to notify grant recipients of upcoming deadlines. This system could be integrated into existing digital platforms, making the monitoring and evaluation processes more efficient (Syukriah et al., 2024). Using this method, grant recipients can be more proactive in meeting criteria, and the 100% verification target becomes more attainable.

Another important factor is evaluating the effectiveness of coordination between the Public Welfare Bureau and grant recipients (Pratiwi et al., 2018). The study identifies inefficient communication as a key barrier to meeting targets. Therefore, a more systematic communication mechanism is required, such as regular meetings, the use of digital communication platforms, and the formation of dedicated teams responsible for monitoring and supporting grant recipients in meeting their requirements. This would allow problems to be resolved before they impact overall goal achievement.

Ultimately, the success of the goal approach heavily depends on the commitment of all parties to collaborate in achieving the set objectives. The Public Welfare Bureau must strengthen its role as a facilitator and primary support entity, while grant recipients must become more proactive and responsive to the specified requirements. Through strong synergy between both parties, it is hoped that the 100% document verification target can be achieved, leading to more efficient grant management in Central Kalimantan and greater benefits for the community.

2. Resource Approach

The resource approach analyzes the organization's ability to utilize its resources to achieve its objectives. In the context of grant management in Central Kalimantan, findings indicate limited human resources in the Spiritual Infrastructure Subdivision. Staff must divide limited time among many responsibilities, impacting work efficiency. Moreover, digital infrastructure is not yet fully optimized. Some grant recipients face challenges using digital applications for verification, while uneven internet access across the region presents a significant barrier.

On the other hand, initiatives such as the use of WhatsApp groups for coordination and communication reflect the organization's efforts to overcome resource limitations. However, resistance to digitalization remains a significant challenge, as some parties believe that technology complicates processes compared to familiar manual methods.

The effectiveness of the resource approach is considered low due to human resource and digital infrastructure constraints. Human resource shortages directly affect delays and reduce efficiency in grant management (Sahana et al., 2024). Existing teams are responsible for verification, coordination, reporting, and other management tasks simultaneously, resulting in work overload. To improve effectiveness, strategic steps are required, such as additional recruitment, intensive training to improve technological proficiency, and development of user-friendly digital infrastructure.

The adoption of information technology in grant management can help reduce reliance on manual methods (Kurniawan et al., 2024). However, resistance arises from a lack of understanding of the benefits and limited user experience. Training for both grant recipients and internal teams is crucial for building trust in digital systems. Such training should demonstrate the benefits of digital applications, including time efficiency, process transparency, and easier document tracking.

Uneven internet access in Central Kalimantan remains a significant challenge. One solution is to develop lightweight, efficient applications accessible via low-bandwidth connections. Optimizing apps with cloud technology or offline functionality can support grant management in areas with infrastructure constraints. Additionally, collaboration with online service providers to expand network coverage in remote areas is a strategic step that local governments can take.

The implementation of WhatsApp groups for communication among team members and grant recipients is commendable. However, this platform has limitations regarding data security and communication tracking. Therefore, the organization should consider developing a custom internal communication system tailored to support grant management. Such an application could include features like document status tracking, deadline reminders, and integrated discussion forums.

Resource enhancement can be achieved through partnerships with educational and training institutions to improve human resource competencies. Training programs may focus on data management, information technology proficiency, and project management. In addition, organizations can encourage collaboration with other government agencies to share resources, particularly in terms of technology and network access (Aryani, 2019). In the long run, optimizing these resources will accelerate the verification

process, increase transparency, and reduce the likelihood of administrative errors. This initiative will also foster trust among aid recipients in the system implemented by the Bureau of Public Welfare. With more structured and optimized resources, the effectiveness of grant management is expected to increase significantly.

Furthermore, to overcome resistance to digitalization, organizations need to implement a persuasive, evidence-based approach. By presenting case studies of successful technology implementation in other locations, grant recipients will be more likely to adopt these changes. Raising awareness of the benefits of technology, along with training support and technical assistance, will accelerate the transition from manual to digital methods (Lestyaningrum et al., 2022).

In implementing this solution, it is important to prioritize inclusivity so that all grant recipients – whether in remote or urban areas – have equal opportunities to understand and utilize the digital system. Thus, the resource approach becomes not only more efficient but also more equitable in supporting grant management in Central Kalimantan Province.

3. Internal Process Approach

The internal process approach evaluates the efficiency and regularity of procedures implemented by the organization. In grant management, the document verification process is the core of the administrative system in place. Findings indicate that although verification has been carried out, many inconsistencies remain in its implementation. One of the main causes is the frequent changes in SOPs (Standard Operating Procedures) without adequate dissemination. As a result, grant recipient institutions or foundations find it difficult to adapt to the new regulations.

Moreover, the verification process is still largely dominated by manual methods, even though digital applications have been introduced. Inadequate training on the use of these applications has led grant recipients to rely on conventional methods. Nevertheless, proactive initiatives by the verification team to visit certain regencies/cities have helped accelerate some processes, although the results are still unsatisfactory.

The internal process approach is one of the key pillars in assessing the effectiveness of grant management (Sholeha & Sisdianto, 2024). Efficient internal processes require consistency and order in SOP implementation. Field findings show that frequent SOP changes without adequate notice are a major factor hampering implementation. These inconsistent SOPs cause confusion for both internal teams and grant recipient institutions. SOP stability must be a top priority as a solution. Necessary changes must be carefully planned and followed by thorough dissemination to all stakeholders involved.

Additionally, the continued reliance on manual methods in internal processes remains a significant challenge. Although digital applications have been introduced to speed up processes, the lack of training has made it difficult for grant recipients to fully utilize this technology (Abadi et al., 2024). As a result, verification processes are often hindered due to reliance on slower manual methods. To address this, intensive and regular training for grant recipients is necessary. This training should include not only

technical aspects of using the application but also an understanding of how digitalization helps to accelerate and simplify processes.

The “proactive outreach” initiative, in which the verification team visits specific regencies/cities, has shown positive effects in speeding up several processes. However, this approach still has limitations, especially with respect to the need to align schedules with the readiness of documents from grant recipient institutions. Therefore, improved coordination between the verification team and the grant recipients is needed to ensure document readiness ahead of the verification schedule.

The efficiency of internal processes is influenced by the organization's ability to leverage technology (Nisaa et al., 2024). However, resistance to change often acts as a barrier. To overcome this, organizations must clearly demonstrate the tangible benefits of digital systems, such as time efficiency and reduced administrative errors. Additionally, the development of lighter applications that are accessible in areas with poor internet connectivity is crucial for encouraging technology adoption in remote areas.

Organizations must also develop integrated monitoring and evaluation mechanisms within internal processes. This supervision can be implemented through digital systems that allow teams to monitor the progress of the verification process in real-time. With such mechanisms, any obstacles can be quickly identified and addressed before causing significant delays.

Furthermore, internal process consistency relies not only on technology but also on collaboration between the various stakeholders involved. The organization must ensure efficient communication between internal teams, grant recipients, and other related parties. Efficient communication helps reduce ambiguity and speeds up problem resolution. In the long term, the internal process approach can be enhanced through the adoption of strategies that are more adaptable to change. Organizations can formulate more adaptive SOPs while maintaining quality standards. This flexibility will allow procedures to be adjusted to field conditions without sacrificing efficiency or accuracy.

The overall effectiveness of the internal process approach is considered moderate (Suyatmiko & Nicola, 2019). While efforts have been made to improve efficiency through digitalization and proactive initiatives, the results remain suboptimal. With structured and continuous improvement steps, internal processes can be made more efficient and aligned with the organization's goals. Emphasizing training, SOP stability, technological utilization, and efficient communication is key to success in the internal process approach.

4. Combined Approach

The integrative approach evaluates the alignment between input, process, and output in grant management. Findings show that despite efforts to integrate all aspects, results remain inconsistent. The high frequency of SOP changes has led to confusion among grant recipients and hindered the document collection process. In addition, delays in collecting documents from institutions or foundations, as well as coordination challenges between the verification team and the grant recipients, have further exacerbated the situation.

On the other hand, several constructive measures such as proactive verification and the use of social media for dissemination have contributed to reducing obstacles in some regions. However, challenges such as

uneven internet access and scheduling conflicts between verification teams and grant recipients still need to be addressed.

The integrative approach refers to the harmonization between input, process, and output to form a cohesive system (Wahdiniawati et al., 2023). In the context of grant management in Central Kalimantan Province, findings indicate a misalignment among components, resulting in inefficient administrative processes. A major contributing factor is the frequent changes in Standard Operating Procedures (SOPs), often without adequate socialization, making it difficult for grant-receiving institutions to adapt. Delays in document collection from grant recipients suggest that field coordination still requires substantial improvement.

However, several constructive initiatives have been undertaken to address these challenges. The proactive verification strategy, where verification teams directly visit specific districts or cities to support administrative processes, has shown positive impact. In addition, the use of social media to disseminate information about changes in SOPs or administrative procedures demonstrates proactive efforts by the Bureau of Public Welfare (Suryana & SIK, 2024). Nevertheless, these steps have not yet succeeded in achieving full synchronization.

The effectiveness of this combined approach can be enhanced through several strategic measures. First, it is important to establish more stable and adaptive SOPs to minimize the frequency of changes. When changes are necessary, comprehensive socialization should be carried out for all relevant parties, including grant recipient institutions. Second, the digitalization of administrative processes can serve as a long-term solution. By developing an integrated digital system—from document collection to grant outcome reporting—organizations can ensure that all processes run in a structured and efficient manner. Moreover, regular communication forums between the Bureau of Public Welfare and grant recipients can serve as platforms to discuss challenges and collaboratively seek solutions. These forums can also be used to share updated information regarding SOPs and performance evaluations. Through this approach, synchronization between input, process, and output can be achieved more effectively.

The role of technology must be optimized to support the integrative approach (Akbar et al., 2024). The development of intuitive digital applications, especially in areas with limited internet access, can serve as an effective tool to ensure that all parties can access information and carry out their tasks optimally. With this technology, administrative processes can be expedited, transparency can be improved, and the potential for administrative errors can be minimized.

Overall, the combined approach requires strong harmonization among all elements of grant management. Synchronizing input, process, and output can lead to more optimal results, not only in terms of administrative efficiency but also in the positive impact felt by grant beneficiaries. Through the implementation of these strategic steps, the combinatorial approach is expected to become a foundation for a more effective, efficient, and sustainable grant management system.

Although this study has many strengths, several limitations need to be considered. As such, the results and findings may not be fully generalizable to the context of other provinces in Indonesia. First, the

geographical scope of this study is limited to Central Kalimantan Province, and factors such as local characteristics may influence the research results. Therefore, similar studies in other areas are necessary to obtain a more comprehensive understanding.

This study relies on data and information provided by stakeholders, both through interviews and administrative documents. This can be a limitation due to the potential for bias in the information presented, whether intentional or unintentional. Some parties may present overly optimistic data or withhold information due to political or administrative considerations.

Third, access constraints to certain areas with limited infrastructure and internet connectivity also affected data collection. As a result, the findings may not fully represent the conditions in remote areas that were difficult to reach. Additionally, time and resource limitations in the study restricted the number of samples that could be analyzed.

Another limitation is the lack of longitudinal data, which would provide insight into changes in grant management effectiveness over time. The study focuses on analyzing the current state, which makes it less capable of capturing the dynamics or trends that may occur in future grant management.

CONCLUSION

Grant management in Central Kalimantan Province still faces various challenges, particularly in achieving administrative goals, efficient resource use, and consistency in internal processes. The average success rate for the main verification process is 73%, but this is hindered by misalignment with standard operating procedures (SOPs), especially in areas with limited internet access and constraints in human resources and digital infrastructure. The organizational effectiveness theory-based approach indicates that every aspect, from objectives and resources to internal professionals, plays a crucial role in determining the success of grant management. However, resistance to change, lack of training, and suboptimal adoption processes remain significant obstacles. Additionally, although digitalization has been introduced, changes in procedures and ineffective socialization have led to misalignment at the grant recipient institutions. Key recommendations for improvement include stabilizing SOPs, investing in digital infrastructure, providing intensive training for grant recipients, and developing an integrated digital system to enhance transparency. Furthermore, efficient communication between grant-giving institutions and recipients should be strengthened, both in process and the outcomes produced. This research provides valuable insights for creating more effective and sustainable grant management in the future.

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