

THE INFLUENCE OF INSTITUTIONAL CAPACITY ON THE PERFORMANCE OF THE FOOD CROPS AND HORTICULTURE OFFICE OF CENTRAL MALUKU REGENCY

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ABSTRACT

This study examines how institutional capacity shapes organizational performance within the Food Crops and Horticulture Office of Central Maluku Regency. Using a descriptive qualitative approach, the study focuses on four dimensions of institutional capacity: human resources, organizational structure and coordination, management systems, and supporting infrastructure. Data were collected through in-depth interviews, field observations, and documentation studies, and were analyzed using an interactive model consisting of data reduction, data display, and conclusion drawing. The findings show that organizational performance is constrained by the limited number and uneven competence of human resources, suboptimal coordination among organizational units, management systems that are not yet fully adaptive to field conditions, and inadequate infrastructure for supporting program implementation. These limitations affect the effectiveness of agricultural programs, the frequency of field assistance, the quality of service delivery, and the organization's responsiveness to farmers' needs. Nevertheless, the agency has internal strengths, including staff commitment, formal work procedures, and existing coordination forums that can be further developed. This study contributes to public administration literature by providing qualitative evidence on the relationship between institutional capacity and organizational performance in a local agricultural government agency in eastern Indonesia. Practically, the findings suggest the need for targeted human resource development, stronger inter-unit coordination, participatory planning, outcome-based monitoring, and improved operational infrastructure.

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INTRODUCTION

The agricultural sector, particularly the food crops and horticulture subsectors, plays a strategic role in regional development as it is directly linked to food security, income generation, and regional economic stability (Almahdali & Sakir, 2024). Within the framework of regional development, local governments, through their administrative agencies, are responsible for ensuring that agricultural policies, programs, and services are implemented effectively and generate tangible benefits for the community (Amri et al., 2022). The Food Crops and Horticulture Office, as a regional technical institution, holds a central role in formulating, implementing, and evaluating agricultural development programs (Erlina, 2025). The performance of this institution significantly determines the success of agricultural policy implementation at the local level. When organizational performance is suboptimal, efforts to increase production, strengthen food security, and empower farmers become difficult to achieve. Therefore, improving the performance of public organizations in the agricultural sector remains a critical issue in local governance (Hernawan et al., 2024).

From a public administration perspective, the performance of government organizations is influenced not only by available resources but also by the institutional capacity that supports the execution of organizational functions (Liklikwatil et al., 2026). Institutional capacity encompasses several key dimensions, including organizational structure, human resources, management systems, and coordination mechanisms that enable organizations to operate effectively and efficiently. Strong institutional capacity allows organizations to respond to development challenges, manage programs, and deliver public services more effectively. Conversely, weak institutional arrangements often result in low program effectiveness and declining service quality (Mayasari et al., 2022). In the context of local governance, strengthening institutional capacity has become an essential strategy for improving governance quality. As such, institutional capacity represents a critical factor in enhancing the performance of public sector organizations (Mudatsir & Syarif, 2023).

Moreover, the dynamics of agricultural development today require government organizations to adapt to various strategic environmental changes, including climate change, technological advancements in agriculture, and increasing public demand for better services (Sahetapy & Jesajas, 2023). These challenges necessitate that government institutions possess adequate capacity to design and implement policies that are responsive to community needs. In the era of decentralization, local governments have greater authority in managing the agricultural sector, making institutional capacity even more crucial. The performance of technical agencies in agriculture is not only measured by program outputs but also by their ability to manage resources, build inter-agency coordination, and enhance the capacity of their personnel (Sahetapy & Laurens, 2023). Therefore, strengthening institutional capacity is a fundamental prerequisite for achieving optimal organizational performance. This makes the relationship between institutional capacity and organizational performance an important and relevant area of study (Sakir, 2024).

In general, public sector organizations in Indonesia continue to face a range of challenges, including low program effectiveness, weak coordination among institutions, and limited human resource capacity. These issues are often closely related to the inadequate institutional capacity of government organizations in supporting their duties and functions. Many local government institutions still struggle with program management due to limitations in management systems, less adaptive organizational structures, and uneven staff competencies (Sapulette et al., 2025). These conditions ultimately affect the quality of public services and hinder the achievement of development targets. In the agricultural sector, these challenges are even more complex as they involve multiple stakeholders, including government agencies, farmers, and supporting institutions. Consequently, strengthening institutional capacity has become a key issue in improving the performance of public sector organizations (Saputra & Kamindang, 2024).

Within the agricultural sector, local governments, through their technical agencies, bear significant responsibility for increasing agricultural production, promoting agricultural technology, and empowering farmers. However, in practice, the implementation of agricultural programs often faces institutional constraints such as a limited number of agricultural extension workers, weak coordination between work units, and inadequate program management systems (Selanno et al.,

2025). These limitations frequently result in agricultural development programs not being implemented optimally in accordance with established targets. Additionally, agricultural development faces increasing challenges due to climate change, land conversion, and fluctuations in commodity prices. These conditions require government organizations in the agricultural sector to have strong institutional capacity in order to respond effectively. Without sufficient institutional support, the performance of government organizations in agriculture is unlikely to achieve the expected outcomes (Taufiq et al., 2024).

This phenomenon is also evident at the regional level, including within the Food Crops and Horticulture Office of Central Maluku Regency, which plays a strategic role in developing the local agricultural sector. Central Maluku has considerable agricultural potential, particularly in food crops and horticulture, which serve as primary sources of livelihood for the local population. However, the implementation of agricultural development programs in the region still faces various challenges related to institutional capacity. These challenges include limitations in human resources, suboptimal coordination systems among work units, and insufficient institutional support for program implementation. Such conditions can affect the effectiveness of agricultural development initiatives carried out by the agency. Therefore, it is important to examine the extent to which institutional capacity influences the performance of the Food Crops and Horticulture Office in Central Maluku.

Recent developments in public sector research indicate that improvements in organizational performance are closely linked to internal institutional capacity. Institutional capacity has been identified as a significant factor influencing the effectiveness of government organizations in delivering public services. Strengthening institutional elements, including organizational structures, management systems, and human resource capacity, plays a strategic role in enhancing organizational performance. In addition, recent studies highlight the importance of internal organizational factors such as intellectual capital, employee competence, organizational culture, and management support in shaping institutional performance. These elements contribute to the overall capacity of organizations to function effectively and achieve their objectives.

At the same time, studies on institutional capacity have evolved with a focus on strengthening organizational capabilities in development planning and program management. Key dimensions such as strategic capacity, analytical capacity, managerial capacity, and collaborative capacity have been identified as essential components in determining the success of government organizations. However, many existing studies tend to adopt descriptive approaches or focus primarily on capacity development without empirically examining the causal relationship between institutional capacity and organizational performance. Furthermore, research specifically addressing institutional capacity within local government agencies in the agricultural sector remains limited, particularly in the context of eastern Indonesia. This highlights the need for more empirical and context-specific studies to better understand this relationship.

Theoretically, institutional capacity has been widely discussed in public administration and development literature as a determinant of organizational success. It emphasizes the ability of institutions to manage resources, develop effective systems, and establish relationships with external stakeholders. However, there is still no universal agreement on the dimensions and indicators used to measure institutional capacity, resulting in variations across studies. Similarly, theories of public sector performance vary in their emphasis, with some focusing on outputs and outcomes, while others highlight managerial processes and service quality. These differences suggest that organizational performance is shaped not only by results but also by internal processes and institutional arrangements.

Based on this background, this study seeks to empirically analyze the influence of institutional capacity on organizational performance within the Food Crops and Horticulture Office of Central Maluku Regency. The novelty of this research lies in its effort to operationalize institutional capacity into measurable dimensions within the context of a local government agency, particularly in the agricultural sector. It also contributes by providing insights from eastern Indonesia, a region with distinct institutional characteristics and development challenges. Ultimately, this study is expected to offer both theoretical contributions to the literature on institutional capacity and practical implications for improving the performance of local government organizations in the agricultural sector.

METHOD

This study used a descriptive qualitative approach to obtain an in-depth understanding of how institutional capacity influences organizational performance within the Food Crops and Horticulture Office of Central Maluku Regency. A qualitative approach was considered appropriate because the study sought to explore perceptions, experiences, institutional practices, coordination dynamics, and organizational constraints experienced by actors involved in agricultural program implementation.

The research was conducted at the Food Crops and Horticulture Office of Central Maluku Regency. The research location was selected purposively because the agency has a strategic role in implementing agricultural development programs, especially in food crops and horticulture. The study was conducted over a three-month period, from March to May 2025. Informants were selected using purposive sampling by considering their position, knowledge, experience, and direct involvement in institutional capacity and organizational performance.

The informants consisted of 15 people, including one senior official, four division heads, four program staff, four agricultural extension workers, and two farmer/service-user representatives. The criteria for selecting informants were: having direct involvement in planning, implementing, supervising, or evaluating agricultural programs; having knowledge of organizational structure, coordination, human resources, management systems, or infrastructure; having work experience or service interaction relevant to the Food Crops and Horticulture Office; and being willing to provide information voluntarily.

Table 1. Informant Profile

Informant Category	Number of Informants	Selection Criteria	Data Contribution
Head of Office / senior official	1	Has authority in policy direction and organizational decision-making	Information on institutional strategy, leadership, and organizational performance
Division heads	4	Responsible for specific program areas	Information on coordination, planning, implementation, and supervision
Program staff	4	Directly involved in administrative and technical program activities	Information on work processes, workload, and program constraints
Agricultural extension workers	4	Directly interact with farmers in the field	Information on service delivery, field assistance, and implementation challenges
Farmer/service-user representatives	2	Receive services or assistance from the agency	Information on service quality, responsiveness, and program benefits
Total	15		

Data were collected through three techniques. First, in-depth semi-structured interviews were conducted using an interview guide covering human resource capacity, organizational structure, coordination, management systems, infrastructure, program implementation, service delivery, and performance constraints. Second, field observations were conducted to examine organizational activities, service practices, coordination processes, and the availability of supporting facilities. Third, documentation studies were carried out by reviewing planning documents, performance reports, program reports, organizational structures, and other relevant institutional documents.

To ensure data validity, this study used triangulation of sources, techniques, and time. Source triangulation was conducted by comparing information from officials, staff, extension workers, and service users. Technique triangulation was conducted by comparing interview findings with observation results and institutional documents. Time triangulation was conducted by checking the consistency of information at different stages of data collection.

Data were analyzed using the interactive model of Miles, Huberman, and Saldana, consisting of data reduction, data display, and conclusion drawing. In the data reduction stage, information was selected and categorized into main themes, namely human resources, organizational structure and coordination, management systems, infrastructure, and organizational performance. In the data display stage, the findings were organized into thematic narratives, matrices, and selected interview summaries. In the conclusion-drawing stage, the researcher interpreted the relationship between institutional capacity and organizational performance by comparing interview data, observations, and documents.

RESULT AND DISCUSSION

This section presents the research findings on the influence of institutional capacity on organizational performance within the Food Crops and Horticulture Office of Central Maluku Regency. The findings are organized into four main dimensions of institutional capacity: human resources, organizational structure and coordination, management systems, and infrastructure. These dimensions are analyzed in relation to organizational performance, particularly in program implementation, service delivery, responsiveness, and achievement of agricultural development targets.

Table 2. Thematic Matrix of Research Findings

Institutional Capacity Dimension	Main Field Finding	Supporting Interview Summary	Effect on Organizational Performance
Human resources	Limited number of staff and uneven technical competence	Informants stated that field officers often handle wide service areas with limited personnel	Reduces field assistance, supervision, and program effectiveness
Organizational structure and coordination	Formal structure exists, but coordination among units is not always optimal	Informants noted that coordination meetings exist but follow-up is not always consistent	Causes delays, overlapping tasks, and weak program integration
Management systems	Planning and monitoring are still mostly administrative and top-down	Informants stated that field input is not always fully reflected in program planning	Programs become less responsive to actual farmer needs
Infrastructure and facilities	Transportation, field equipment, digital systems, and operational budget are limited	Informants emphasized that limited facilities affect field mobility and reporting	Limits service coverage, data accuracy, and responsiveness
Internal strengths	Staff commitment and informal cooperation remain strong	Informants stated that staff often continue working despite limited resources	Provides a foundation for institutional improvement

Human Resource Capacity and Organizational Performance

Human resource capacity is one of the most important factors influencing organizational performance within the Food Crops and Horticulture Office of Central Maluku Regency. The findings show that the agency has personnel who understand basic administrative and technical tasks related to agricultural programs. However, the number of employees and the distribution of technical competence are still limited. Several staff members have adequate experience in program administration, but not all of them possess specialized skills in areas such as modern agricultural technology, digital reporting, program evaluation, and climate-adaptive agriculture.

One informant explained that the number of available personnel is not always proportional to the scope of work that must be handled:

"The number of officers is still limited, while the working area is quite large. Sometimes one officer has to handle several villages, so field assistance cannot be carried out as frequently as expected."

(Informant 4, agricultural extension worker)

This statement shows that limited personnel affect the intensity of field supervision and farmer assistance. In agricultural programs, direct interaction with farmers is important because many technical problems require quick responses. When the number of field officers is insufficient, the agency faces difficulties in monitoring program implementation and providing continuous guidance to farmers. Another informant also emphasized that human resource competence remains uneven:

"Some staff already understand their tasks well, but there are also limitations in technical skills, especially in using digital systems and preparing data-based reports. Training is available, but it is not conducted regularly."

(Informant 7, program staff)

This finding indicates that organizational performance is not only affected by the number of personnel, but also by the quality and relevance of their skills. Limited technical competence may reduce the quality of program planning, implementation, and evaluation. In addition, the lack of systematic training can make it difficult for the organization to adapt to new challenges in agricultural development.

Despite these limitations, the findings also show that staff commitment is relatively strong. Several informants stated that employees continue to carry out their responsibilities even with limited facilities and workload pressures. One senior official stated:

"The commitment of staff is quite good. Even with limited facilities, they still try to complete their work and support farmers in the field. However, this commitment needs to be supported by training and adequate resources."

(Informant 1, senior official)

This shows that the organization has internal strength in the form of staff dedication. However, commitment alone is not sufficient to ensure optimal performance. It must be supported by a systematic human resource development strategy, adequate staffing, and capacity-building programs that match organizational needs.

Based on these findings, human resource capacity has a direct effect on organizational performance. Limited personnel reduce service coverage, while uneven competence affects the quality of program implementation. Therefore, strengthening human resource capacity through targeted training, additional field personnel, and better workload distribution is necessary to improve organizational performance.

Organizational Structure, Coordination, and Performance

The Food Crops and Horticulture Office of Central Maluku Regency has a formal organizational structure that defines the division of tasks, authority, and responsibility among units. This structure provides an administrative basis for implementing agricultural development programs. Each division has specific functions related to planning, program implementation, supervision, and service delivery.

However, the findings show that the existence of a formal structure does not automatically ensure effective coordination. Coordination among divisions is sometimes not optimal, especially when a program requires cooperation between several units. One informant stated:

"The organizational structure is clear, but in implementation, coordination between divisions sometimes still needs improvement. There are programs that require joint work, but the communication is not always smooth."

(Informant 3, division head)

This statement indicates that formal organizational arrangements must be supported by effective communication and coordination mechanisms. Without strong coordination, program implementation can experience delays, duplication of tasks, or weak integration between planning and field execution.

Another informant explained that coordination meetings are conducted, but follow-up actions are not always consistent:

“Coordination meetings are usually held, especially before program implementation. However, sometimes the results of meetings are not followed up properly, so the same problems can appear again during implementation.”
(Informant 6, program staff)

This finding shows that coordination is not only about holding meetings, but also about ensuring that agreements are implemented. The weakness of follow-up mechanisms can reduce organizational effectiveness and affect the achievement of program targets.

The study also found that informal communication plays an important role in daily organizational activities. Staff often rely on direct communication to solve urgent problems. This can help speed up work, but it can also create inconsistency if information is not formally documented. One informant stated:

“For daily work, we often communicate directly or through informal channels because it is faster. But sometimes information does not reach all staff evenly, so there can be different understandings.”
(Informant 8, program staff)

This finding suggests that informal communication can support flexibility, but it should be balanced with formal communication systems to maintain consistency and accountability.

The hierarchical structure of decision-making also affects responsiveness. Field officers often face situations that require quick decisions, but some decisions must wait for approval from higher levels. An agricultural extension worker explained:

“In the field, problems can appear suddenly, for example pest attacks or farmers needing immediate technical guidance. Sometimes we need quick decisions, but certain matters still have to wait for instructions from the office.”
(Informant 10, agricultural extension worker)

This condition shows that centralized decision-making can slow down responses to field problems. Therefore, the organization needs to strengthen coordination mechanisms and provide clearer authority for operational decisions, especially for field-level issues.

Overall, the findings indicate that organizational structure influences performance through coordination, communication, and decision-making mechanisms. A clear structure is important, but its effectiveness depends on how units communicate, collaborate, and follow up on agreed actions. Strengthening inter-unit coordination, improving information flow, and involving field officers in planning and evaluation can improve organizational performance.

Management Systems and Organizational Performance

The management system of the agency includes planning, implementation, monitoring, evaluation, reporting, and decision-making. The findings show that the agency follows formal administrative procedures in preparing work plans and implementing programs. However, the planning process is still relatively top-down and not always fully based on field data. One informant stated:

“Program planning usually follows existing procedures and regional priorities. However, field input is sometimes not fully accommodated, even though field officers know the actual problems faced by farmers.”
(Informant 2, division head)

This statement indicates that the planning system still needs to be more participatory. Field-based information is important because agricultural conditions can vary across villages. When planning does not fully consider local needs, programs may become less responsive to the actual problems faced by farmers.

Another informant emphasized the importance of using field data in planning:

"Data from the field should be used more seriously in preparing programs. Sometimes the needs of farmers in one area are different from other areas, so the program should not be too general."

(Informant 9, agricultural extension worker)

This finding shows that data-based planning is necessary to improve program relevance. In agricultural development, local conditions such as land characteristics, commodity types, climate risks, and farmer capacity should be considered in program design.

The monitoring and evaluation system is also an important part of organizational performance. The findings show that monitoring is conducted, but it still tends to focus on administrative reporting rather than evaluating program outcomes. One staff member explained:

"Monitoring is usually done through reports and administrative documents. But sometimes we still focus more on whether activities have been implemented, not on whether the activities have really solved farmers' problems."

(Informant 5, program staff)

This finding indicates that monitoring and evaluation should be strengthened by focusing not only on outputs but also on outcomes. Program performance should be assessed based on its contribution to farmer empowerment, productivity improvement, service quality, and problem-solving capacity.

The use of technology in management systems remains limited. Some administrative and reporting processes are still manual or semi-digital. One informant stated:

"We already use computers for some work, but the system is not fully integrated. Some data are still managed manually, so reporting can take longer and sometimes data need to be checked repeatedly."

(Informant 7, program staff)

This condition affects the efficiency and accuracy of organizational work. Digital management systems are important for improving reporting, coordination, data storage, and decision-making. Without adequate digital support, the organization may experience delays in producing accurate information.

Despite these weaknesses, the agency has established procedures that can serve as a foundation for improvement. Regular meetings, work plans, and reporting mechanisms already exist. However, these systems need to be strengthened so that they become more adaptive, participatory, and outcome-oriented.

Overall, the management system influences organizational performance by shaping how programs are planned, implemented, monitored, and evaluated. Improving participatory planning, strengthening the use of field data, applying outcome-based evaluation, and developing digital reporting systems are important steps to improve performance.

Infrastructure, Facilities, and Organizational Performance

Infrastructure and supporting facilities are essential elements of institutional capacity. The findings show that the Food Crops and Horticulture Office has basic facilities for administrative work, but several supporting facilities remain limited, particularly transportation, field equipment, information technology, internet access, and operational budget.

Transportation is one of the most important constraints because the agency must serve agricultural areas that are geographically dispersed. One informant stated:

"Transportation is one of the main obstacles. Some agricultural locations are far from the office, and not all field officers have adequate operational vehicles. This affects the frequency of field visits."

(Informant 11, agricultural extension worker)

This statement shows that limited transportation reduces the ability of the agency to provide regular field assistance. In agricultural services, mobility is crucial because officers need to visit farmers directly to provide guidance, monitor programs, and respond to urgent problems.

A farmer representative also expressed a similar concern:

"We receive assistance from the office, but sometimes officers cannot come quickly because the location is far and transportation is limited. Farmers actually need more regular guidance."

(Informant 14, farmer representative)

This finding confirms that infrastructure limitations affect not only internal work processes but also the quality of services received by the community. When facilities are inadequate, service delivery becomes slower and less intensive.

The study also found limitations in information and communication technology. Some units have computers and internet access, but the availability is not evenly distributed. One staff member stated:

"Facilities such as computers and internet are available, but they are still limited. If the workload is high, data processing and reporting can be delayed because the equipment is not sufficient."

(Informant 6, program staff)

This condition affects administrative efficiency and data management. In modern public organizations, digital infrastructure is needed to support accurate reporting, communication, and decision-making. Limited digital facilities may reduce organizational responsiveness.

Operational budget limitations also affect program implementation. One senior official explained:

"The budget is available, but it is not always sufficient for all operational needs. Therefore, we have to determine priorities, especially for field activities and program implementation."

(Informant 1, senior official)

This finding shows that financial support is closely related to infrastructure and program performance. When operational funds are limited, the organization must prioritize certain activities, which may lead to uneven program implementation.

Despite these limitations, staff members try to optimize available resources. One informant stated:

"Even with limited facilities, we try to make use of what is available. Sometimes we coordinate with other agencies or use personal initiative so that activities can still run."

(Informant 12, agricultural extension worker)

This statement reflects staff adaptability and commitment. However, relying too much on personal initiative is not a sustainable solution. Organizational performance requires institutional support, not only individual effort.

Overall, infrastructure and supporting facilities influence organizational performance by determining the agency's ability to implement programs, reach farmers, manage data, and respond to field problems. Improvements in transportation, field equipment, digital systems, internet access, and operational funding are needed to strengthen institutional capacity and improve service delivery.

Relationship Between Institutional Capacity and Organizational Performance

The findings show that institutional capacity and organizational performance are closely related. Human resource limitations reduce the organization's ability to provide continuous field assistance. Weak coordination affects program integration and implementation speed. Management systems that are not fully participatory reduce program responsiveness to field needs. Infrastructure limitations restrict mobility, reporting accuracy, and service coverage.

One informant summarized this relationship as follows:

"If human resources, coordination, facilities, and planning systems are strong, the work of the office will also be better. But if one of these aspects is weak, program implementation in the field will also be affected."

(Informant 3, division head)

This statement reflects the integrated nature of institutional capacity. Organizational performance is not determined by one single factor but by the interaction of various institutional elements. Weakness in one dimension can affect other

dimensions. For example, limited transportation reduces the effectiveness of field officers, while weak data systems affect planning and monitoring.

A farmer representative also stated:

"For farmers, what matters is whether the program reaches us and whether the officers can help when we face problems. If the office has enough officers and facilities, services will be better."

(Informant 15, farmer representative)

This statement shows that organizational performance is ultimately reflected in the quality of services received by the community. Therefore, institutional capacity should be strengthened not only for internal administrative improvement but also to improve public service outcomes. The findings also show that the agency has internal strengths, including staff commitment, existing procedures, and coordination forums. These strengths can be developed further through systematic institutional improvement. Strengthening institutional capacity should include human resource development, clearer coordination mechanisms, adaptive management systems, digital transformation, and better infrastructure support.

Thus, institutional capacity plays a central role in shaping organizational performance. The Food Crops and Horticulture Office of Central Maluku Regency can improve its performance by strengthening institutional elements in an integrated manner. Improving one dimension alone is not sufficient; performance improvement requires simultaneous strengthening of human resources, coordination, management systems, and infrastructure.

CONCLUSION

This study concludes that institutional capacity plays an important role in determining the performance of the Food Crops and Horticulture Office of Central Maluku Regency. The findings show that organizational performance is influenced by four main aspects: human resource capacity, organizational structure and coordination, management systems, and supporting infrastructure. Among these aspects, the most prominent findings are the limited number and uneven competence of human resources, suboptimal coordination among organizational units, and inadequate infrastructure to support field activities and service delivery.

First, human resource limitations affect the effectiveness of program implementation, especially in field supervision, agricultural extension services, and direct assistance to farmers. The limited number of field officers makes service coverage less optimal, while uneven technical competence affects the quality of program planning, implementation, and evaluation. Second, although the agency has a formal organizational structure, coordination among divisions is not yet fully effective. Communication gaps, inconsistent follow-up of coordination meetings, and centralized decision-making can slow down organizational responsiveness to field problems. Third, the management system still tends to be administrative and top-down, so field data and farmers' needs are not always fully integrated into program planning and evaluation. In addition, limited transportation, field equipment, digital facilities, and operational funding also reduce the agency's ability to provide timely and effective services.

Based on these findings, strengthening institutional capacity is essential to improve organizational performance. The agency needs to prioritize targeted human resource development, increase the number of field personnel, strengthen coordination mechanisms, improve participatory and data-based planning, develop outcome-oriented monitoring and evaluation, and provide adequate infrastructure and operational support. These efforts are expected to improve program effectiveness, service quality, and organizational responsiveness to agricultural development challenges in Central Maluku Regency.

This study has several limitations. First, it focuses only on one local government agency, so the findings cannot be generalized to all agricultural agencies. Second, this study uses a qualitative approach, so it does not measure the statistical relationship between institutional capacity and organizational performance. Third, the findings depend on the depth of information obtained from interviews, observations, and documents. Therefore, future research is recommended

to use a comparative approach involving several local agricultural agencies, combine qualitative and quantitative methods, and examine other factors such as leadership, organizational culture, digital governance, and inter-agency collaboration in improving public organization performance.

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