

Development of Agile Governance-Based Civil Service Police Unit Organization in DKI Jakarta Province

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ABSTRACT

The Indonesian Civil Service Police Unit Organization According to PP No. 16 of 2018 gives the impression of being rigid and not agile in carrying out its functions in accordance with Articles 255 and 256 of Law No. 23 of 2014 concerning Regional Government. The Civil Service Police are directed to carry out three functions, namely organizing trantibum, linmas and enforcing local regulations/perkada. On this basis, it is necessary to develop an agile governance-based Satpol PP organization that aims to implement an agile and responsive government management system into government management through the creation of an adaptive government organizational structure, the use of ICT and anticipation of a disruptive environment in various sectors in collaboration with other OPDs. This study aims to identify, analyze and explain the organizational development of the Civil Service Police Unit with the supporting factors of inhibiting factors, efforts to overcome obstacles and a model of agile governance-based organizational development in DKI Jakarta Province. This study uses a qualitative method with a descriptive approach. Research data obtained from interviews with key informants and stakeholders, reviewing documents, observations and internet media searches. Data analysis includes data reduction and presentation, as well as drawing conclusions. The validity of the data obtained was tested by triangulation of sources, techniques, time, investigators and theory. The findings are that the DKI Jakarta Provincial Satpol PP in developing its organization requires a North star embedded across the organization, a network of empowered teams, rapid decision and learning cycles, dynamic people model that ignites passion and next generation enabling technology for DKI Jakarta Civil Service Police Unit.

Keywords: *Organizational development, Civil Service Police Unit, Agile Governance.*

I. INTRODUCTION

A. Background

The Civil Service Police Unit (Satpol PP) organization in Indonesia as referred to in Article 12 Paragraph (1), Article 65 paragraph (1), Article 255 and 256 of Law Number 23 of 2014 concerning Regional Government is a regional apparatus organization that is needed by every region because the Satpol PP organization is one of the main tasks of its function. is to enforce local regulations/perkada that have been issued and ratified by each regional OPD. Satpol PP is an OPD that was formed by Law 23/2014 together with several OPDs (Setwan, Inspectorate, and District). Therefore, Satpol PP is one of the two regional OPDs that can directly collaborate and intervene to OPD other than OPD Inspectorate. It is very unfortunate that many Regional Heads and OPD leaders do not understand properly and correctly the advantages of the Satpol PP organization in their respective regions. Sociologically, the Satpol PP Organization, if it is optimized for the implementation of its main functions , should be used as the front guard in solving any problems that arise in the community , so that in the future it is hoped that in the future it will no longer need assistance from agencies or side pillars . However, the fact is that the Indonesian Satpol PP Organization is currently still considered rigid, not agile in carrying out its main functions in the community

Related to that, Sadu Wasistiono (2019) stated that Satpol PP organization in many regions are still "traditional" designed primarily for the stability of their respective regions, especially in enforcing all laws and regulations, both regional and local regulations. regional head regulations is a static, rigid and closed structural hierarchy in which the goals and rights of organizational decisions flow down the hierarchy, with the most

powerful governance body at the top. The Satpol PP organization operates through linear planning and control to capture value for the power holders of the organization. The skeletal structure is strong, but often stiff and moves very slow.

In contrast, Sadu Wasistiono (2019) says an agile organization (designed for stability and dynamism) is a network of Satpol PP teams in a people-centered culture that operates in rapid learning and rapid decision cycles enabled by technology, and which is guided by goals. strong organization to jointly create value for all stakeholders. Such agile operational models have the ability to quickly and efficiently reconfigure strategies, structures, processes, people, and technology towards value creation and value protection opportunities. Therefore, agile organizations add speed and adaptability to stability, creating an important source of competitive advantage in volatile, uncertain, complex and ambiguous (VUCA) conditions (Aghina et al, 2017).

The Head of the Satpol PP Organization of DKI Jakarta Province as one of the interested parties is at the forefront in realizing changes in governance because they are demanded and given great responsibility by various other interested parties to be able to run the organization in such a way that the resulting product, from the organizational side of the Satpol PP can be in the form of maintaining peace and order as well as protecting the community, appreciated by the community, whose style, behavior and preferences are always changing. The success of an organizational leader such as a Head of the Civil Service Police Unit in responding to changes that occur requires a managerial style that is in accordance with the demands of these changes.

Members of the Satpol PP as parties with an operational and mental interest must be prepared to accept changes because that is the only way their work productivity can be increased, the frequency of absenteeism and errors in carrying out work can be reduced to a minimum, the desire to move to another organization outside the DKI Jakarta Satpol PP can be eliminated or at least suppressed and job satisfaction from the community towards the DKI Jakarta Provincial Satpol PP in providing excellent public services can also be increased.

Likewise, the high hopes of the people of DKI Jakarta Province towards the ideal Satpol PP organization of DKI Jakarta Province , namely as an organization that is required to be adaptive, fast, agile, responsive, humanist , firm but not arrogant and effective and modern in carrying out its duties can be achieved.

Agile organization (designed for stability and dynamism) is a network of teams in a people-centred culture that operates in rapid learning and rapid decision cycles enabled by technology, and who are guided by a strong common goal of co-creating value for all. stakeholders.

Agile operating models have the ability to quickly and efficiently reconfigure strategies, structures, processes, people, and technology towards value creation and value protection opportunities.

Then the definition of the word Agile which means gesit, Governance means tata kelola pemerintahan, so Agile Governance is agile governance, or in another sense is the government's ability to keep up with the times and can meet the demands of society quickly (Sadu Wasistiono, 2019).

Agile governance is an essential strategy to adapt how policies are generated, deliberated, enacted and enforced to create better governance outcomes in the fourth industrial revolution inspired by the agile manifesto. The concept of agile governance seeks to match the nimbleness, fluidity, flexibility and adaptiveness of the technologies themselves and the private sector actors adopting them (Schwab, Klaus and Davis, 2018;230)

Agile concept is in sync with the agile concept from other experts who were present to offer the bureaucracy a new organizational paradigm. Agile Governance is defined as the organization's ability to respond quickly to unexpected changes in meeting the demands and needs of an increasingly changing society (Holmqvist and Pessi, 2006; Ngai et al, 2011; Bradley et al, 2021). The agile concept is here to improve the organization's ability to utilize information and communication technology. In the era of digitalization, this concept is able to answer all the challenges of environmental change. Agile is software and requires brainware (human analogy) who are visionary and essentially innovative (easy, fast, superior) (Schwab, 2019).

Agile Governance as the basis for changes in governance that follows the development of the times rapidly, and provides the best of the demands and needs of the community is the collaboration of the industrial revolution 4.0 and society 5.0 which is expected to be able to create instant innovations that can be accessed by all groups and agencies, no exception. Satpol PP Regional Apparatus Organization. Agile government must be able to adapt quickly and efficiently.

Klaus Schwab, (2019) reveals the six principles of agile government are;

1. Money and taxation;
2. Accountability and protection;
3. Security and privacy;
4. Availability and coverage; and
5. power imbalance;
6. The job market that gives rise to new types of highly flexible work.

Agile Governance is an estuary for the development of governance in the current era, a measure of the success of a region in implementing Smart City, Good Governance, Dynamic Governance, Collaborative Governance , and other types of governance depending on how capable the head of Regional Organizational Organizations such as the Provincial Satpol PP is . DKI Jakarta Province along with other elements of the government make use of Communication Information Technology. More specifically the ability of a Satpol PP head and members to use 5G communication, use commercial drones, the internet for all reporting matters.

Agile approach to organizations has a number of prerequisites, namely the formation of an agile mindset; have agile leadership; and investment in human resources to master new fields of knowledge (Denning, 2016). The agile mindset is more important than agile management, processes, systems, platforms, or organizational structures.

This is in line with Galbright 's theory of Organizational Development (1997) which says that in developing a government organization there are 5 (five) things, namely as follows:

- 1) Strategy;
- 2) Structures;
- 3) Processes;
- 4) Rewards system;
- 5) People.

Similarly, Klaus Schwab and Davis (2018) conveyed that the ideal organization is a paradigm shift from " organizations as machines" to the paradigm of organization as quantum". organizational structure barriers that are "silos" and shackle mobility that are flexible are removed, replaced by circles consisting of groups of experts in their fields or certain functional officials of Satpol PP. Squares and lines don't really matter, because action comes first. The grouping is flexible and can be easily changed according to changes in the environment. The key lies in the conductor in an orchestra of regional government organizations.

In reality, what is expected to be an ideal model in the development of regional Satpol PP organizations, has not become something that must be realized jointly by stakeholders in the DKI Jakarta Provincial Government who are designing a better Satpol PP organizational structure (better organization), as described by Schwab, Klaus and David,(2018;248).

However, this ideal organizational policy will result in some or all of the resources in the DKI Jakarta Provincial Satpol PP being only used for carrying out their responsibilities as a local government official in the DKI Jakarta Province.

As an implementation of the mandate of Law Number 23 of 2014 concerning Regional Government, the DKI Jakarta Provincial Government stipulates the DKI Jakarta Provincial Regulation Number 8 of 2007 concerning Public Order and its derivatives from the Regional Regulation, namely DKI Jakarta Governor Regulation No. 221 of 2009 concerning Instructions for Implementing Regulations. Region Number 8 of 2007 concerning Public Order, as a form of legal umbrella in Enforcement of Violations of Regional Regulations and regional head regulations in the DKI Jakarta Province.

Even though there are differences in characteristics between administrative city areas in DKI Jakarta Province, the product actually uniforms the organizational structure to be very long up to the sub-district level of the Satpol PP organization, work procedures and the main tasks of the Satpol PP function of DKI Jakarta Province. In accordance with the Regulation of the Governor of DKI Jakarta Number 285 of 2016 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of Regional Apparatus. As for the tasks and Satpol PP functions such as:

In carrying out its duties, the DKI Jakarta Satpol PP performs 25 (twenty-five) functions, namely as follows:

1. Preparation of the strategic plan and work plan and budget of Satpol PP;
2. Implementation of strategic plans and budget implementation documents for Satpol PP;
3. Formulation of policies, guidelines and technical standards for the implementation of Satpol PP duties and functions;
4. Planning and implementation of policies for enforcing Regional Regulations and Governor Regulations;
5. Implementation of policies for the implementation of public order and public peace and protection of the community;
6. UKPD and/or the Indonesian National Police, Regional Civil Servant Investigators, District Courts, Prosecutors and/or other Agencies;
7. Supervision of the community, apparatus and/or legal entities in order to comply with and comply with local regulations and Governor's Regulation;
8. Implementation of security and control of regional assets;
9. Providing security assistance and escort for VVIP guests, including state officials and state guests;
10. Providing assistance in securing and controlling the implementation of general elections and regional head elections;
11. Providing assistance in securing and controlling the implementation of regional crowds and/or mass-scale activities;
12. Providing assistance and support in enforcing laws and regulations by SKPD/UKPD;
13. Implementation of education and training for Satpol PP members and community protection;
14. Guidance and development of Regional Civil Servant Investigators;
15. Compilation and presentation of data on the assignment of Regional Civil Servant Investigators;
16. Carry out monitoring and early detection in the context of anticipating potential hotspots for violations of Regional Regulations and Governor Regulations as well as administering public peace and order; \
17. Carry out monitoring and early detection in the context of anticipating potential disaster-prone points;
18. Collect and analyze data as a strategy to support the implementation of local regulations and governor regulations enforcement;
19. Carrying out investigations and investigations against community members, apparatus or legal entities suspected of violating Regional Regulations and/or Governor Regulations;
20. Implementing administrative actions against community members, apparatus or legal entities that violate regional regulations and/or governor regulations.
21. Provision, administration, use, maintenance and care of infrastructure and facilities in the field of peace and order;
22. Satpol PP personnel, finance and goods management;
23. Satpol PP administration and housekeeping management;
24. Management of archives, data and information of Satpol PP; and
25. Reporting and accountability for the implementation of Satpol PP duties and functions.

From the description, the intended uniformity has an impact on the allocation of various supporting resources such as: budget allocation, allocation of human resources and organizational performance targets for the DKI Jakarta Satpol PP.

Until the end of 2021, DKI Jakarta Province consists of 5 (five) Administrative Cities, 1 Administrative District of the Thousand Islands, 44 (forty-four) sub-districts. 2 6 7 (two hundred and sixty-seven) sub-districts, with details of the distribution as listed in table 1.1, namely:

Table 1.1 Administrative City/Regency Data , Districts and Urban Villages within the DKI Jakarta Province

No	Number of Administrative Cities/Districts	Number of Districts	Area Km 2	Number of Villages
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1	5 Administrative Cities	44	664.01	267
	1Administrative District			

Source: Secretariat of Satpol PP DKI Jakarta Province February 2022

In Fiscal Year 202 2 DKI Jakarta Provincial Satpol PP obtained budget approval from the DKI Jakarta Provincial DPRD totaling Rp. 1.38 Trillion with details as illustrated in table 1.2.

Then no less important aspects that affect organizational performance are the minimum facilities and infrastructure owned by the DKI Jakarta Provincial Satpol PP in 2021 which can be seen in table 1.3.

Another aspect that also affects the organizational performance of the DKI Jakarta Satpol PP is the support for apparatus resources both in number and quality from members of the DKI Jakarta Satpol PP, as illustrated in table 1.4.

Table 1.2 Budget Allocation Data for Satpol PP DKI Jakarta Province Year 2022

No	description	Budget 202 2 (Rp)	Employee Expenditure (Rp)	Salary and allowances (Rp)	Additional Income (Rp)
1	SKPD Shopping	625,150,000,000	757,210,000,000,000	241.200.000,000,000	516,010,000,000

Source: Secretariat of Satpol PP DKI Jakarta Province February 2022

Table 1.3 Minimum facilities and infrastructure for Satpol PP DKI Jakarta Province

No	Description	Quantity (Units)
1	Pick Up	45
2	Senpi	83
3	Truck	11
4	Sedan	2
5	Motorcycle	103
6	Bicycle	78
7	Motorboat	20
8	Jeep	2
9	HT	44
10	Camera tripod	2
11	Mini bus	12
12	Car Logistics	1
13	Pick Up	45
	Total	446 Units

Source: DKI Jakarta Provincial Satpol PP Secretariat February 2022.

Table 1.4 Support for Human Resources Satpol PP DKI Jakarta Province

Space Goal	JUNIOR HIGH SCHOOL	SENIOR HIGH SCHOOL	D3	S1	S2	JMLH
IV d					1	1
IV c					1	1
IV b				1	1	2
I Va				5	2	7
III d		1		5	1	7
III c		3		27		30
III b				1		1
II Ia		29				29
II d	1	10		1		12
II c	-	-	-	-	-	-
II b	-	-	-	-	-	-
I Ia	-	-	-	-	-	-
Q.Contract	3	79	12	18		118
Regional honorary staff		1				1
	4	123	12	40	6	202

Source: Secretariat of Satpol PP DKI Jakarta Province February 2022

II. PREVIOUS LITERATURE REVIEW

Several previous studies are used as references in achieving a better understanding of the topics discussed in this study. Researchers have selected several studies from various sources, loci and research methods that can be used as references for this research, which can be seen in the table below:

Table 2.1 Previous Research Studies

Author and Year of Publication	Research Title	Object of research/ Variable	Theory used	Research Methods and Tools	Research Findings
1	2	3	4	5	6
1. Fransisca Dyah P. and 2020	Performance of Satpol PP Members in terms of Competence, Motivation and Job Satisfaction with the	Satpol PP/3 variables	Robbins' Performance Theory, Hawthorne's Motivation Theory, Locke's Job Satisfaction Theory and Bass	Quantitative	The performance of the Satpol PP Kab. Gresik is positively correlated with motivation, job satisfaction, transformational

	perception of Transformational Leadership and Work Culture as Intervening Variables in Gresik Regency		and Avolio's Transformational Leadership Theory		leadership and work culture
2. Ani Martini, M. Irwan Tahir and Halilul Khairi in Scientific Journals "in Vol. 21, No. 2, July 2019	Application of Organizational Models in the Organizational Structure of Regional Apparatuses in five provinces, namely West Java, East Kalimantan, Bengkulu, Aceh and Maluku, and six regencies/cities namely Bogor Regency, North Panajam Paser Regency, Central Maluku Regency, Aceh Besar Regency, Sabang City and Bengkulu City	Regional device organizational structure	Goldsmith . Organizational Model and Eggers (Goldsmith & Eggers, 2004) (Mintzberg, 1983)	Qualitative	The current organizational model for regional apparatus is uniform between all government affairs and supporting government affairs
3. Maria G Rukmana, 2019	The Role of Satpol PP in Controlling Street Vendors in Semarang City	street vendors	Role Theory Wexley and Yuki, and Winardi	Descriptive Qualitative	The Regional Regulation No. 11 of 2000 has not been thoroughly socialized to all Street Vendors in the City of Semarang so that violations of the Regional Regulation are still often found by street vendors in the City of Semarang.
4. Trianingrum, 2017	Model of Local Regulation Enforcement against PKL by Satpol PP based on Participatory Empowerment in Batang Regency, Central Java, published in the Khaira Ummah Legal Journal in 2017	Satpol PP against street vendors	John Friedman, Jim Lie and Priyono	Qualitative Descriptive	The model for enforcing regional regulations on street vendors based on participatory empowerment can be done through the involvement of street vendors in planning for making SOPs for law enforcement, increasing understanding of local regulations

					through integrated socialization activities to street vendors by looking at stakeholders with an interest in street vendors, making documents and information on a collection of laws and regulations electronically so that street vendors with easy access to the legislation in question, and the creation of PKL associations for effectiveness in coaching
5. Ismail Nurdin, 2014	Bandung City Satpol PP Organizational Culture	Bandung City Police Satpol	Geerts and Maxwell, Schein 1997	Qualitative descriptive	Organizational culture is the main determinant in the effectiveness of the implementation of the tasks of the Bandung City Satpol PP. Organizational culture is not conducive because it has not been able to adapt to changes in the external environment
6. Siyani, bonifasia and agnes puspitasari in 2021 Vol 4 NO 3 in the Budapest International Journal of International Research and critics Institutes Journal	Identify the effect of appearance, organizational culture and work discipline on the performance of Satpol PP members in Yapen Serui Island, Papua	Satpol PP Yapen Papua	Bugdol 2018, Leitener and leivene, robbins	Quantitative Research Methods	The results showed that the hard work of members of the Satpol PP Yapen Serui had a positive and significant impact on the performance of members of the Satpol PP Yapen Serui. The higher the Satpol PP members work in a disciplined manner, the higher their performance at work
7. Rozan Anwar, 2009	Dissertation on Model Development on the Effect of Able People and Agile Process on Dynamic Capabilities in Policy Process Public	Field of education	Dynamic Capabilities theory, Teece and pisano, 1994. and Dynamic Governance theory Neo and Chen, 2007.	Mix methods	The findings of the SEM structural equation test resulted in the relationship between: i) able people on thinking again, ii) agile process on thinking ahead, iii) agile

	(Case Study of Education Services in Jembrana Regency, Province Bali)			<p>process on thinking across, iv) thinking again on thinking across, and v) thinking again to thinking ahead. Descriptive qualitative analysis shows a number of governments behaviors in Jembrana Regency reflect the ability to develop dynamic capabilities, both thinking ahead, thinking again, and thinking across. The conclusion of the conceptual model development using the qualitative method of SSM, supports the findings of the SEM structural equation test , where the dynamic capabilities produced are from the thinking again aspect, while thinking ahead and thinking across is centered on the Jembrana Regent's initiative.</p>
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Source: Research Results based on Scientific Journals and Research Dissertations as of March 2022. Statements of scientific novelty

A. Statements of scientific novelty

From the description above, the researcher is interested in conducting research on Development of Agile Governance-based Civil Service Police Unit Organization in DKI Jakarta Province?, Factors supporting and inhibiting the Organizational Development of the Civil Service Police Unit based on Agile governance in DKI Jakarta Province ? Efforts to overcome the inhibiting factors for the Organizational Development of the Civil Service Police Unit in DKI Jakarta Province?, and the Model/ Novelty for Development of Agile Governance-based Civil Service Police Unit Organizational Development in DKI Jakarta Province ?

B. Research problems or working hypotheses

The working hypothesis is the researcher's basic assumption of a problem being studied. In the working hypothesis, the researcher considers the hypothesis to be true which will be proven empirically through hypothesis testing using the data obtained during research (Fernandes Simangunsong; 2017; 173)

The working hypothesis of the researcher can be formulated as follows:

Title:

“Development of Agile Governance-Based Civil Service Police Unit Organization in DKI Jakarta Province”

Formulation of the problem:

How is the Organizational Development of the Civil Service Police Unit, the supporting and inhibiting factors, efforts to overcome obstacles and the Agile Governance -based Satpol PP organizational development model in Realizing Trantibumlinmas in the DKI Jakarta Provincial Government?

Concept used:

Galbright's Organizational Development Theory, 1997 and The Five Trademarks of Agile Organizations Aghina et al, 2017.

Working Hypothesis:

The working hypothesis in this study is the Development of Agile Governance-Based Civil Service Police Organization Organizations in realizing Trantibumlinas in DKI Jakarta Province seen from the Strategy, Structure, Process, Reward System and People from Galbright's Organization Development Theory (1997) and Agile Organization Aghina et al (2017) which is seen from the North Star Strategy embodied across the organization, Structure network of empowered teams, Process rapid decisions and learning cycles, People dynamic people model the ignites passion, Technology Next generation enabling technology.

C. The purpose of the study of scientific writing

To know, analyze and explain Development of Agile Governance -based Civil Service Police Unit Organization, supporting and inhibiting factors, efforts to overcome inhibiting factors and Agile Governance - based Satpol PP organizational development model in realizing Trantibumlinas in DKI Jakarta Province.

III. . RESEARCH METHOD

A researcher must use a framework to guide his research project from the identification of the epistemological stances that underpin the researcher's philosophical stance, to the procedures for collecting and analyzing data (Creswell; 2014; 111). According to Myers (1997), the relevant things that must be considered in a research project are: (1) philosophical perspective, (2) methods, (3) data collection techniques, and (4) methods of data analysis and interpretation; similar to that proposed by Creswell (2014;6).

This study uses a qualitative method with a descriptive approach that can develop various theories that exist and are currently being developed. Research data obtained by researchers from structured and in-depth interviews with key informants and stakeholders, reviewing documents related to Satpol PP, conducting observations and conducting internet media searches. Data analysis uses qualitative analysis which includes data reduction, data presentation, and drawing conclusions and test the validity of the data using five triangulation techniques, namely triangulation of sources, techniques, time, investigators and theory (Prastowo, 2014: 269).

IV. RESULTS AND DISCUSSION

A. Overview of DKI Jakarta Province

DKI Jakarta Province is located between 60 8' South Latitude and 106 0 48' East Longitude It has an area of 664.01 km², the sea is 6,977.5 km² and has 110 islands spread across the Thousand Islands. DKI Jakarta Province is divided into 5 administrative city areas, namely Central Jakarta 47.90 km², East Jakarta 187.73 km², South Jakarta 145.73 km², North Jakarta 154.01 km² and West Jakarta 126.15 km² and the Thousand Islands 110 islands (6.977.5Km²). with the northern boundaries of the Java Sea . In the east with West Java Province, namely Bekasi Regency / City , in the West with Banten Province, namely Regency / City Tangerang , and to the south with West Java Province, namely Bogor Regency/City and Depok City , with an area of 664.01 Km² . with a total population of DKI Jakarta Province amounting to 9,041 million people with a population density of 13,667.01 people per km² (source: DKI Jakarta Satpol PP Secretariat 31 December 2021)

DKI Jakarta Province is a plain that has beaches and a tropical climate with an average annual temperature of 27 degrees Celsius so that it has the potential for marine fisheries. (Source: DKI Jakarta Provincial Satpol PP Secretariat December 31, 2021) .

B. Discussion

In the formulation of the first problem related to *Strategy* , which is about the question How is the Organizational Development of the Civil Service Police Unit based on *Agile Governance?* in realizing Tantibumlinmas in DKI Jakarta Province? The head of the DKI Jakarta Satpol PP as the first key informant conveyed to the researcher that the Satpol PP must be able to become a strong organization, able to make changes

in mindset quickly and precisely which is able to become a mediator between the interests and needs of the local government and the community and be able to mobilize the community then Kasatpol PP DKI Jakarta Province said that with the current Vision, namely the Realization of an Superior and Prosperous DKI Jakarta Province and 4 (four) Missions, namely the Realization of Professional, Responsive, Transparent, Courteous and Innovative Regional Government, the DKI Jakarta Satpol PP must be innovative, collaborative, creative and agile as a local government organization in its territory. then on the side of increasing the performance of Satpol PP members of DKI Jakarta Province, they are still at the point of the average water standard . This is a lag behind the DKI Jakarta Satpol PP with other provinces. There has not been a prominent member of the DKI Jakarta Provincial Satpol PP who has produced outstanding performance and has satisfied the organization and the community. One of these is the frequent delays in disbursing performance allowances and employee capital expenditures experiencing cuts/ *refocusing* due to the COVID-19 pandemic.

Structure sub-theme, the researcher observes that it is necessary to rearrange the work architecture of the DKI Jakarta Provincial Satpol PP. Starting from streamlining the organizational structure of the Satpol PP work procedure which is currently very large and long (bigger than the provisions that have been ordered by the current national legislation), making standard operating procedures that are fast, efficient and effective. This is in accordance with the submission from the Secretary of the Satpol PP of DKI Jakarta Province as the second key informant, who said that the improvement of the physical infrastructure of Satpol PP members and the rearrangement of the work architecture of the structure of the Satpol PP of DKI Jakarta Province which today has shifted many functions to functional positions, so according to the secretary, Pol PP DKI Jakarta Province requires an emphasis on order (*order*) and reduce conflicts with the community and other elements and changes with the community . The explanation from the secretary of pol pp is in line with the thinking of the functional theory of Robert K. Merton (1956). then the Secretary of Pol PP DKI Jakarta Province said that the improvement of physical infrastructure must also be based on the ability of Satpol PP members to transform themselves for the better. This statement is in line with the thinking of Ralph Killman's theory (2001 ; 150) namely the structure , strategy and path of the reward system, implemented to redesign the formal system in an organization .

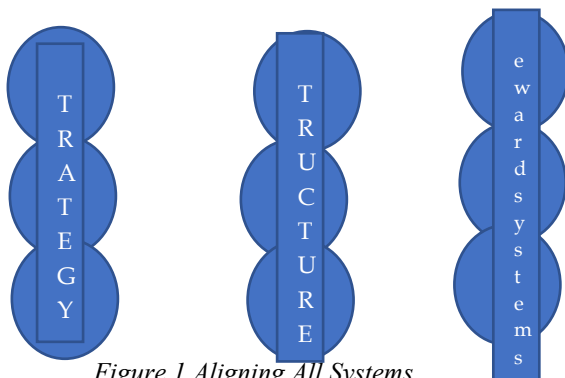


Figure 1 Aligning All Systems

Processes sub-theme , a certain functional official of the Expert Level Civil Service Police as one of the key informants revealed that if the DKI Jakarta Provincial Satpol PP organization wants to develop, it is expected to be able to provide a standardized service process to the people of DKI Jakarta Province in the field of information technology and change regulations that are not *updated* are *updated* through information technology. This means that it is hoped that there will be no more Satpol PP members of the DKI Jakarta Province who cannot understand and operate information technology such as operating drones, *handy talkies* , internet, laptops and so on. Performance -oriented , *information transparency* . What is expressed by certain functional officials at the expert level is in line with Agile Organization Theory by *Aghina et al* (2017) .

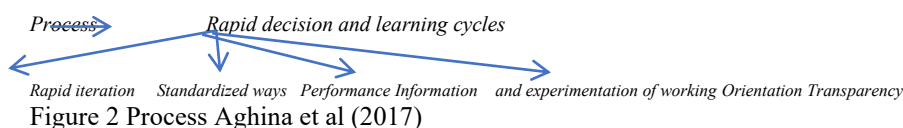


Figure 2 Process Aghina et al (2017)

From the sub-theme side *Reward System* , a Certain Functional Officer of the DKI Jakarta Province Skilled Level Pol PP as one of the other key informants hopes that in DKI Jakarta Province the reward system will be reactivated (*create a reward structure/systems*) so that it can improve the performance of the Satpol PP members. themselves and the organization more broadly. This statement is in accordance with Ralph Kilman 's organizational development theory (2001: 152) .



From the analysis of *People and technology as well as the supporting factors* of organizational development Galbraight (1997) and Robbins and Judges, (2013) , community, religious and youth leaders in DKI Jakarta Province who were used as stakeholder informants by researchers, stated that *people and technology played a significant role*. big as a supporting factor during this 4.0 industrial revolution era, without the support of *people and With good technology* , it is impossible for members of the DKI Jakarta Provincial Satpol PP to solve every problem in the field quickly and on time.

The majority of respondents/key informants and stakeholders interviewed by the researcher said the importance of mastering technology for the benefit of the DKI Jakarta Provincial Satpol PP organization which is currently being carried out .

From : *Technology is a supporting capability that delivers specific services, platforms, or tools to the rest of the organization as defined by priorities, resourcing and budget*

To : *Technology is seamlessly integrated and core to every aspect of the organization as a mean to unlock value and enable quick reaction to business and stakeholder needs*

Figure 4 Mindset shift next generation enabling technology (Aghina et al, 2017)

Then in terms of factors that inhibit individually and organizationally Robbins and Judges, (2013) , an expert and skilled functional official as one of the key informants agreed that there is still an old habit of members of the DKI Jakarta Provincial Satpol PP who relax during working hours rather than doing other things that are more beneficial for organizational development. acute loss of position and various facilities, self-limitation in receiving the latest information, fear of the risk of change that will occur. Fear of reduced or even lost influence both in decision making and in controlling existing resources in the organization also makes individual barriers. Then the key respondents and stakeholders agreed to say that many people still assume that Pol PP members who are recruited to become members of the DKI Jakarta Provincial Satpol PP are people who are dirty in dress, rude in speech, arrogant and so on. And what is no less important from the point of view of religious leaders, the community and youth is that the local regulations and regulations of the Klungkung Regent that are currently in effect can hinder the making of the Satpol PP organization into an *Agile Governance organization* as desired by Schwab and Davis (2018) . and the revision of several regional regulations and regional heads that are still not in favor of the community is a must that is a serious concern for the DKI Jakarta Provincial Government in the future.

In terms of analysis of efforts to overcome a number of obstacle factors, it is deemed necessary to intensify the improvement of education and training for the DKI Jakarta Provincial Satpol PP, more specifically for members of the Satpol PP in certain functional positions both at the Expert level and at the skilled level. needs of the Satpol PP organization and with the number of days, conducting effective and efficient communication, effective training and communication, building community participation, developing support and commitment, namely *reward and punishment* , revising to a limited extent several regional regulations and regional heads who have not taken sides with the the interests of the community, as well as providing pressure in the form of enforcing regional regulations and regional heads in a good, correct, humanistic and firm manner .

From this description, researchers can convey several things as follows:

- 1) If you want an organization to succeed in carrying out planned changes as the theory of organizational development according to Galbraight (1997) is to have the ability of human resources to move more nimbly in the sense of having high innovation and responsiveness to the demands of changing work environments (*Man*).
- 2) Aware of the importance of the effectiveness and efficiency of the budget line in carrying out every activity and program that has been planned every year which has a direction towards the importance of a commitment to improving the quality of the products produced which can be in the form of goods and services (*Money*).
- 3) It is necessary to increase the Satpol PP material for the DKI Jakarta Province in the form of increasing the equipment and equipment for the operational needs of the Satpol PP for the DKI Jakarta Province, due to the classic problem that plagued the Satpol PP organizations in the Province, Regency and City areas including in DKI Jakarta Province, namely the limited operational equipment and equipment (*material*).
- 4) There is a need for new thoughts on new methods in providing services that are humane but firm and not rude to the community. The new method is service-oriented, adaptive, accountable, harmonious, loyal to the task and the community, competent and modern from every member of the DKI Jakarta Provincial Police, and always collaborating with various OPDs and other side pillars (*Method*).

- 5) Every member of the Satpol PP in DKI Jakarta Province is expected to always be oriented to the community who have the ability to buy, have preferences and have a tendency to always change behavior (*Market*).

V. CLOSING

A. Conclusion

The conclusions that can be conveyed by the author are as follows:

- 1) *Development of agile governance-based Satpol PP organization in DKI Jakarta Province :*
 - A) Dare to do *design thinking* again in changing the framework of thinking (*strategy*) of the top leaders of the DKI Jakarta Satpol PP Province, then the DKI Jakarta Satpol PP Organization does not yet have a more measurable performance measurement (*building the measurement system*) according to the position, description of the main tasks and functions of the Satpol PP DKI Jakarta Province . This is the *home work* of Satpol PP organizational officials in the secretariat of the DKI Jakarta Province Satpol PP ;
 - B) Changes in the organizational structure (*structure e*) *will* be immediately carried out, namely the DKI Jakarta Provincial Satpol PP is still large and has a long and uniform organizational structure from the provincial to the sub-district level. has several strategic SOPs (*Redesigning the work architecture*) so that service procedures to the community have not gone through a standardized mechanism for members of the DKI Jakarta Provincial Satpol PP and are transparent. Then immediately make an organizational structure that further strengthens the work functions of certain functional officers of the Satpol PP, both at the skilled and expert level . Point B is expected to be initiated by certain functional officials at the expert and skilled level to the leaders of the DKI Jakarta Provincial Satpol PP and the DKI Jakarta Provincial Government ;
 - C) *Process* , which has the spirit and awareness to provide the best service process in an information technology-based society (*Changing the rules through the information technology*) . however, these services cannot be carried out optimally by members of the DKI Jakarta Provincial Satpol PP due to limited budget and personnel resources owned by the DKI Jakarta Provincial Satpol PP;
 - D) Having good *Reward Systems and People* regarding the achievements of DKI Jakarta Provincial Satpol PP members who have given achievements deserve to be given awards for their achievements and dedication in their fields (*create a reward structure/system*).
- 2) *Factors supporting and inhibiting the development of the Satpol PP organization of DKI Jakarta Province based on Agile Governance (Robbins and Judges, 2013) ;*

A. Supporting factors:

The main driving factor for the development of the Satpol PP organization of DKI Jakarta Province at this time is in the aspect of developing an organizational structure that further strengthens certain functional positions and in the aspect of developing organizational technology that has an impact on changes in community social tendencies, namely the demands for agile, close, easy, cheap public services. and effective efficient .

B. Obstacle factor

1. Individual Disclaimer;

- Individual refusal occurs due to several habits , such as: Fear of losing the position and its various facilities, limiting oneself in receiving the latest information, fear of the risk of rapid changes that will occur.
- Fear of reduced or even lost influence both in decision-making and in the control of existing resources within the organization.

2. Rejection by the Organization;

Currently there is an assumption by the apparatus and the public that state civil servants, civil servants assigned to the Satpol PP of DKI Jakarta Province are people who have problems, do not use their brains at work, arrogance and exile are still thick and some regulations in the form of regional regulations and regional heads which is not in favor of the general public.

3) *Efforts to overcome obstacles to the development of the DKI Jakarta Provincial Satpol PP organization:*

Several priority efforts that can be made to overcome various factors inhibiting (rejecting) the development of *agile governance* -based Satpol PP organizations in conducting guidance and supervision of governance at the Provincial, Administrative City and Thousand Islands administrative districts are through training and effective communication, building participation the community, develop support and commitment, namely *reward and punish- ment* , revise in a limited way some local regulations and local regulations that have not been in favor of the community and provide pressure in the form of enforcing regional regulations and regional heads in a good, humanistic and firm manner .

4) *Satpol PP organizational development model .*

The DKI Jakarta Provincial Satpol PP organizational model which is still based on Mintzberg Theory (1983) is *The Operating Core* towards the Klaus Schwab *agile organization model* (2018) which focuses on “*an essential strategy to adapt how policies are generated, deliberated, enacted and enforced to create better governance outcomes in the fourth industrial revolution*”

The recommendations that researchers can convey on this occasion are divided into short, medium and long term recommendations as follows:

- 1) Short-term
Mapping specialization of competence in government affairs for hundreds of certain functional officers of Pol PP at expert level and skilled level in DKI Jakarta Province who have been appointed and always provide full support in carrying out the duties of subordinates from the Governor of DKI Jakarta , so that it is expected to improve *performance and work productivity* DKI Jakarta Provincial Satpol PP organization.
- 2) Medium-term
An organizational leader like Kasatpol PP is expected to be able to show 360-degree leadership *in leading* the Satpol PP organization of DKI Jakarta Province.
- 3) Long-term
In developing the organization in the future, all members of the DKI Jakarta Provincial Satpol PP (not only the leadership) have the courage to change the organizational culture of the DKI Jakarta Satpol PP, which was originally "*organizations as machines*" to the "*organization as quantum* paradigm if the organization wants to grow and develop *agilely and strongly* ." *commitment*.

B. Suggestions

The suggestions that the author can give to the leadership of the DKI Jakarta Provincial Satpol PP and the DKI Jakarta Provincial Government are as follows:

- I. Organizational Development Aspects:
Directed to the development of Ralph Killman's functional organization, namely *Quantum Organization Theory* .
- II. Aspects of Rejection by the Organization;
Furthermore, the recruitment of personnel resources who have better *knowledge, skills and attitude* than before and carried out limited revisions of several regulations in the form of local regulations and local regulations that have not been in favor of the wider community .
- III. Aspects of efforts to overcome the inhibiting factors for the development of the DKI Jakarta Provincial Satpol PP organization:
 - A) Creating broad opportunities for state civil servants civil servants of the DKI Jakarta Provincial Satpol PP in developing their abilities through various trainings, both competency-enhancing training, such as intensively participating in basic training, technical guidance, technical and functional training and formal education;
 - B) Build and develop efficient and effective communication both internally within the Satpol PP organization of DKI Jakarta Province and externally with the surrounding community ;
 - C) Build active participation from various parties in the planning, implementation and evaluation of programs and activities of the DKI Jakarta Provincial Satpol PP ;
 - D) Develop real support and high commitment from the leadership to subordinates, for example in giving *rewards* to members of the DKI Jakarta Provincial Satpol PP who excel and dare to give *punishment* to Satpol PP members who are proven to have made mistakes objectively not subjectively;
 - E) *coercive* action , namely applying pressure based on the aspects of the provisions of laws and regulations, organizational needs for change (eg through enforcement of discipline for internal members of the DKI Jakarta Provincial Satpol PP) .
- IV. Satpol PP organizational development model .

The researcher suggests that Satpol PP organizational restructuring be carried out immediately, from which currently still refers to Mintzberg's theory of *Organizational Structure* (1993) to Klaus Schwab 's *Model of Agile Governance* (2018).

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