

Agile Organization Based Civil Service Police Unit Organization Development Model in Central Jakarta Administrative City

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ABSTRACT

The Central Jakarta City Civil Service Police Unit is the center of all public service problems in the DKI Jakarta Province. The views of Central Jakarta City Satpol PP members who are not agile by some people in Central Jakarta City have resulted in the lack of development of good organizational governance in carrying out the main functions of Satpol PP, namely organizing peace and public order, protecting the community and enforcing regional regulations and regional head regulations. This requires a model in the development of an agile organization-based Satpol PP organization that aims to implement a government management system that is fast in responding, quick in thinking, quick in acting and quick in providing reports, into a government management through the creation of a model of a lean and efficient government organizational structure. adapt to the use of Information Technology. This study aims to identify, analyze and explain the agile organization-based Civil Service Police Unit organizational development model with supporting and inhibiting factors, efforts to overcome organizational development barriers and agile organization-based organizational development model in Central Jakarta Administrative City. This study uses a qualitative method with a descriptive approach. The research data was obtained from structured and in-depth interviews with key informants and stakeholder informants, analyzing important documents, conducting observations and browsing internet media. 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 Central Jakarta Administrative City Satpol PP in developing its organizational model requires four F's, namely Fast Response, Fast Thinking, Fast Action and Fast Report by members of certain Functional Officers of Central Jakarta Administrative City Satpol PP.

Keywords: *Organizational development, Central Jakarta Pol PP, Agile Organization.*

I. INTRODUCTION

Central Jakarta Administrative City is located between 1060 22' 42" East Longitude to 1060 58' 18" East Longitude and 500 19' 12" South Latitude and 600 23' 54" South Latitude with an area of 48.13 km², with a border - the northern boundary of North Jakarta. In the east with East Jakarta, in the west with West Jakarta, and in the south with South Jakarta, with a total population of 921,344 Central Jakarta Administrative City (source: Subsection TU Satpol PP Central Jakarta Administration August 2022).

The organization of the Civil Service Police Unit in the Administrative City of Central Jakarta can be categorized into an organization that is still "traditional" which is very dominant in command orders from superiors which are hierarchically structurally static, closed in achieving a goal. Command orders like this really make the organization not develop, tend to be static, rigid, inflexible, not quick to respond to complaints that come from the community. The organization of the Civil Service Police Unit of the Central Jakarta City Administration has a strong organizational framework structure, but is often found to be stiff and slow in responding to complaints that come from the community, especially the lower-class people who have never held cellphones as a communication tool for reporting to the Police Unit. Central Jakarta Administrative City Civil Service.

In contrast, agile organizations are designed to maintain stability and dynamism within a network of teams in a people-centred culture that operates in rapid learning and rapid decision cycles enabled by information technology, and who are guided by a strong common goal of co-creating value. for all stakeholders.

An agile organizational operational model has the ability to quickly and efficiently reconfigure strategies, organizational 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 conditions that are volatile, highly uncertain, highly complex and highly ambiguous (VUCA) (Aghina, 2017).

The old paradigm of a government organization such as the Civil Service Police Unit organization is a very hierarchical organization and is specialized as a war command machine in the era of the second world war and the cold war.

In connection with the above, Sadu Wasistiono (2019) revealed that the current Civil Service Police Unit Organization in various regions is generally still a dominant "traditional" designed primarily to maintain the stability of their respective regions, especially in enforcing all laws and regulations both regional regulations and regional head regulations.

The supervisor of the Civil Service Police Unit Organization of Central Jakarta City Administration as one of the interested parties is at the forefront of realizing changes in governance based on three dimensions, namely: (1) strategic planning; (2) establishing mechanisms to ensure the achievement of strategic planning; and, (3) feel and respond to changes because they are demanded and given great responsibility by various other interested parties (Luna, Kruchten, & de Moura, 2013). In turn, each dimension has its own concepts, actions, and analogies, as illustrated in Figure 1. to be able to run the wheels of the organization in such a way that the resulting product, which from the organizational side of the Civil Service Police Unit can be in the form of maintaining peace and order and protection of society, appreciated by society, whose style, behavior and preferences are always changing.

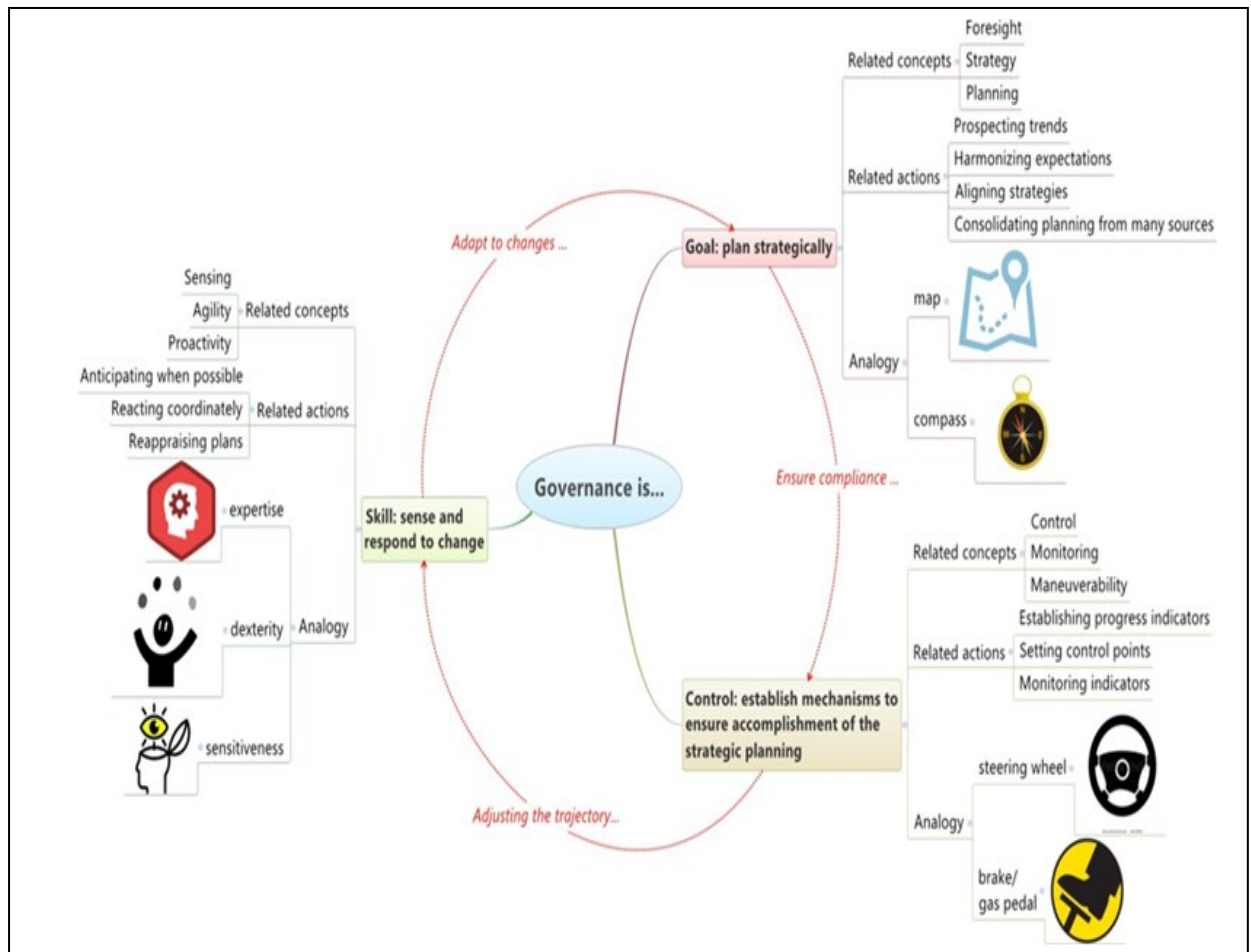


Figure 1. Governance dimensions and analogies (Luna, Kruchten, & de Moura, 2013).

The success of an organizational leader such as a Head of the Civil Service Police Unit in responding to various changes that occur requires a managerial style that is in accordance with the demands of organizational change, namely a strong macho to maestro leadership model.

Aghina, 2017, found a paradigm shift in organizational machinery in facing organizational challenges brought about by the "digital revolution" that changed industry, economy, and society. This can be expressed in four current trends which are as follows:

1. An environment that is developing very rapidly;
2. Constant introduction of disruptive technology;
3. Accelerate the digitization and democratization of information.
4. New wars for extraordinary talents.

Members of the Civil Service Police Unit as an operationally and mentally interested party must be prepared to accept various kinds of very fast environmental changes, the introduction of disruptive technologies such as social

media with unclear management accounts, accelerate the digitization and democratization of information and the possibility of a new war for an organization. the extraordinary talent of millennial youth.

Aghina, 2017, in the article “Agility: It rhymes with stability” describes a paradigm that achieves balance and paradox that agile organizations truly dominate—both stable and dynamic at the same time. They design stable backbone elements that develop slowly and support dynamic capabilities that can adapt quickly to new challenges and opportunities. A smartphone serves as a helpful analogy; Physical devices act as a stable platform for a variety of dynamic applications, providing each user with unique and useful tools. Finally, agile organizations move quickly, are agile, are empowered to act, and make it easy to act.

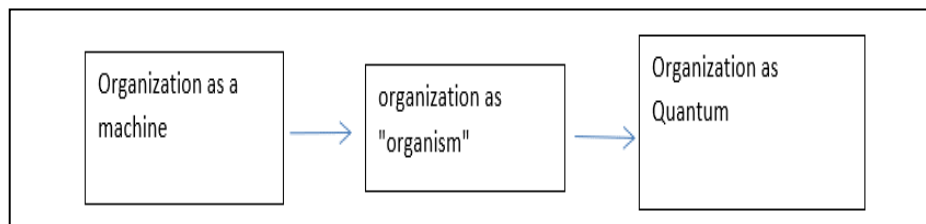


Figure 2. Organization as machine becomes organism and as quantum

The agile, agile, agile organizational model has the ability to quickly and efficiently reconfigure strategies, structures, processes, people, and technology towards value creation and value protection opportunities (Aghina, 2017).

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. Structure;
3. Processes;
4. Rewards system;
5. People.

On this occasion the author can convey that the ideal Civil Service Police Unit Organization is a paradigm shift from "organizations as machines to organism" to the paradigm of organization as quantum". namely the organizational structure of the Civil Service Police Unit which is a "silo" and restricts the mobility of members of the Civil Service Police Unit whose flexibility is immediately removed, replaced by small circles consisting of groups of experts in their fields or in Indonesia called certain functional officers of the Police Unit Civil Service, both expert level and skilled level. Squares and lines are not very important, because the priority is a quick and precise action. The groupings are flexible and can easily be changed according to changes in the organizational

environment of the Civil Service Police Unit. The key lies with the conductor in an orchestra of the Central Jakarta Administration City Civil Service Police Unit.

Furthermore, the ideal organizational policy will result in part or all of the human resources in the Central Jakarta Administrative City Civil Service Police Unit being used only for the implementation of responsibilities as a Central Jakarta Administrative City local government official.

As an implementation of the mandate of the DKI Jakarta Provincial Regulation Number 8 of 2007 concerning Public Order and its derivatives, namely the DKI Jakarta Governor Regulation No. 221 of 2009 concerning Instructions for the Implementation of Regional Regulation Number 8 of 2007 concerning Public Order, as a form of legal umbrella in Enforcement Violation of Regional Regulations and Regional Head Regulations in the Central Jakarta Administrative City Area.

Although there are differences in characteristics between administrative city areas in DKI Jakarta Province, the organizational structure of the Central Jakarta Administrative City Civil Service Police Unit is still long, the work procedures and main tasks of the DKI Jakarta Provincial Civil Service Police Unit function. In accordance with the Regulation of the Governor of DKI Jakarta Number 285 of 2016 concerning Position, Organizational Structure, Duties and Functions as well as the Work Procedure of the Regional Apparatus, it consists of 1 (one) Head of the Central Jakarta Civil Service Police Unit, 1 (one) Head of Sub-Division for Administration, 3 (one) person three) Section Heads, 9 (nine) Heads of Sub-district Civil Service Police Units, with a total of 837 (eight hundred and thirty-seven) members of the Central Jakarta Administrative City Civil Service Police Unit. The complete details of the personnel of the Central Jakarta City Civil Service Police Unit are as follows:

Table 1.1 Number of Civil Servants/PTT/PJLP Civil Service Police Units, Central Jakarta Administrative City, As of July 30, 2022.

No	Area	Civil Servants	PTT	PJLP	Total
1	Central Jakarta Administrative City Civil Service Police Unit				
	Kasatpol PP of Central Jakarta	1	0	0	1
	Subbag Tata Usaha	8	5	0	13
	Seksi PPNS dan Penindakan	52	42	4	98
	Seksi Trantibum	18	3	0	21
	Seksi Linmas	9	6	0	15
	BKO	0	2	0	2
	Number of City Civil Service Police Unit	88	58	4	150
2	Regency Gambir	50	29	24	103
3	Regency Sawah Besar	43	18	15	76
4	Regency Kemayoran	38	25	4	67
5	Regency Senen	50	12	23	85

6	Regency Tanah Abang	72	43	38	153
7	Regency Cempaka Putih	33	12	8	53
8	Regency Menteng	37	27	32	96
9	Regency Johar Baru	47	7	0	54
	Total Number	458	231	148	837

Source: Subsection TU of the Civil Service Police Unit, Central Jakarta Administration, July 2022.

From the description above, it has an impact on the allocation of various supporting resources such as: budget allocation, allocation of human resources and organizational performance targets for the Civil Service Police Unit, Central Jakarta Administration.

In Fiscal Year 2022 the Central Jakarta Administrative City Civil Service Police Unit obtained budget approval from the DKI Jakarta Provincial DPRD in the total amount of Rp.14,661,959,390 (fourteen billion six hundred sixty-one million nine hundred fifty-nine thousand three hundred ninety rupiah) with details as illustrated in table 1.2 below:

Table 1.2 Budget Allocation Data for the Civil Service Police Unit of Central Jakarta City Administration, As of July 2022.

No	Description	Jumlah (Rp)
1	Employee Shopping	5.463.524.208
2	Honorarium	1.085.000.000
3	Maintenance	1.355.292.100
4	Procurement	4.665.510.436
5	Provider Package	2.092.632.646
	Total	14.661.959.390

Source: Subsection TU of the Civil Service Police Unit, Central Jakarta Administration, July 2022

Then no less important aspects that affect organizational performance are the minimum facilities and infrastructure owned by the Civil Service Police Unit of Central Jakarta City Administration is still minimal, it can be seen in table 1.3 below:

Table 1.3 Minimum Facilities and Infrastructure for the Civil Service Police Unit, Central Jakarta Administration City

No	Description	Jumlah (Unit)
1	Pick Up	75
2	Senpi	-
3	Truck	18
4	Sedan	-
5	Motorcycle	53
6	Bicycle	2
7	Motorboat	32
8	Jeep	-
9	HT	88
10	Camera tripod	-
11	Mini bus	2
12	Car Logistics	1
13	Pick Up	-
	Total	271

Source: Subsection TU of the Civil Service Police Unit, Central Jakarta Administration, July 2022.

Another aspect that also affects the organizational performance of the Central Jakarta Administrative City Civil Service Police Unit is the support for apparatus resources both in number and quality from members of the Central Jakarta City Administrative Civil Service Police Unit, as illustrated in table 1.4 below:

Table 1.4 Human Resources Support for the Civil Service Police Unit, Central Jakarta Administration

Gol Ruang	SMP	SMA	D3	S1	S2	Total
IVd					-	-
IVc					-	-
IVb					1	1
IVa				-	-	-
IIIId		-		1	2	3
IIIC		-	-	8	1	9
IIIB				12	2	14
IIIA		15		15		30
IIId		92				92
IIc	-	-	-	-	-	-
IIB	-	-	-	-	-	-
IIa	-	-	-	-	-	-
Contracted workers		1				1
Regional honorary staff						
						150

Source: TU Subdivision of the Civil Service Police Unit, Central Jakarta Administration, July 2022

II. 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 can be seen in the table below:

Table 2.1 Previous Research Studies

Author and Publication Year	Title	Variables	Theory	Methodology	Findings
1	2	3	4	5	6
FX Supriyono, 2005	Models of Change and Organizational Development of Companies in Indonesia	Company	Hellriegel,2001 Kreitner dan Kinicki,2002 Greenberg and baron,2000	Qualitative	Organizational change covers several aspects, namely structural, technological and human resources
Wahyu purhantara,2009	Organizational Development based Change Management	Organization	Lewin, 2008 Potss and La marsh,2007. Gibbson et al, 1997, Drucker, 1993Hughes et al,2009Kreiner dan Kinicki,2001	Qualitative	Creating Change is a structured approach to managing the transformation of individuals,groupsand organizations from their present state to their desired future state
Hardiansyah et al, 2019	Analysis of Public Service Organization Development Through Diagnosis and Intervention Process	Public Service Organization	Weisbord, 1976 Cumming and worley,2014	Quantitative descriptive	All variables in the diagnosis process have been running well according to the facts and data obtained
Wirasena fadilla fahiem dan alini gilang, 2020	The Effect of Organizational Development on Employee Performance at PT DI Persero	Employee performance	Werner dan de simmons,2018 Hasibuan,2013 Komariyah,2016	Quantitative	Organizational development is in the good category of 80.2% and employee performance in the good category of 80.5%. There is a significant and positive effect of organizational development on the performance of PT DI Persero employees

Irwan et al, 2021	Organizational Behavior and Development (Cross Cultural and Global Approaches to Change Management	Organization	Warner burke, 2015	Literature review	A good organizational development strategy is a strategy that can adjust to 4 things, namely the organization's mission, employee competence, employee capacity and organizational environment
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Source: Research Results based on Scientific Journals as of August 2022.

A. Statement of Scientific Novelty

From the description above, the researcher is interested in conducting research on the Agile Organization-based Civil Service Police Unit Organization Development Model in Central Jakarta Administrative City? and the Agile Governance-based Civil Service Police Unit Organization Development Model in DKI Jakarta Province?

B. Research Problem or Working Hypotheses

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 (F. Simangunsong; 2017). Likewise, Mujiono (2012) revealed that the working hypothesis on a qualitative approach is a non-statistical hypothesis that does not require statistical testing, is temporary and can change during data collection and analysis.

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

Title:

“Agile Organization Based Civil Service Police Unit Organization Development Model in Central Jakarta Administrative City”

Formulation of the problem:

How is the Organizational Development of the Civil Service Police Unit, and the Agile Organization-based Satpol PP organizational development model in the Central Jakarta Administrative City?

Concept used:

Theory of Organization Development Galbright, 1997, Theory Of Agile Organizations Aghina, 2017 and Theory The Transactional Factors Warner Burke, 2015.

Working Hypothesis:

The working hypothesis in this study is the Agile Organization Based Civil Service Police Unit Organization Development Model in Central Jakarta Administrative City seen from Strategy, Structure, Process, Reward System and People from Galbright's Organization Development Theory (1997) and Agile Organization Aghina (2017),

namely seen from the Strategy organization, Structure teams, Process and learning cycles, People dynamic model, Technology, and The Transactional Factors Warner Burke (2015) which is seen from leadership, structure, motivation, SOP, management practices, task individual skills, individual and organization performance and individual needs and values.

C. The Purpose of Study of scientific writing

To find out, analyze and explain the Agile Organization-based Civil Service Police Unit Organization Development Model in Central Jakarta Administrative City and Agile Organization-based Civil Service Police Unit Organization Development Model in Central Jakarta Administrative City.

III. METHODOLOGY

Studies on organizational development are increasing along with the development of agile government organizations. some previous studies can be a reference in a better understanding of the topics discussed in this study.

In order to get the maximum results obtained, a research design is needed that is in accordance with the circumstances, dynamics, conditions and situations and can be in accordance with the object to be studied. Kirk and Miller (1986), define qualitative method as a tradition in social science that is fundamentally dependent on observing humans in their own area and dealing with people in their language. Meanwhile, Miles and Huberman (1994) explain that qualitative methods seek to reveal the uniqueness contained in individuals, groups, communities, and or organizations in everyday life as a whole, in detail, in depth and can be scientifically justified.

A researcher must use a framework to guide his research project from the identification of the epistemological stance that underpins the researcher's philosophical stance, to the procedures for data collection and analysis (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. The researcher's research data comes from primary data that comes from the first source through interviewees who were interviewed in a structured and in-depth manner to key informants and stakeholders, secondary data obtained through literature studies related to the Civil Service Police Unit, Central Jakarta City Administration, conducted direct observations from the field. Central Jakarta City Administration Satpol PP work, life history, document analysis, researcher diaries in the form of recorded interviews/experiences and impressions of researchers during data collection and media content analysis. Data analysis using qualitative analysis includes data reduction, data presentation, and drawing conclusions as well as testing the validity of the

data using five triangulation techniques, namely triangulation of sources, techniques, time, investigators and theories (Miles and Huberman, 1994).

IV. RESULT AND DISCUSSION

In the formulation of the first problem related to Strategy, which is about the question How is the Organizational Development of the Agile Organization-based Civil Service Police Unit in the Central Jakarta Administrative City? The Head of the Central Jakarta Administrative City Civil Service Police Unit as the first key informant conveyed to the researcher that the Central Jakarta City Civil Service Police Unit must be able to increase the personal capacity of each member of the Central Jakarta City Administrative Civil Service Police Unit, understanding the duties and functions of the Civil Service Police Unit Central Jakarta Administrative City, increasing government competence for members of the Central Jakarta Administrative City Civil Service Police Unit, and improving facilities and infrastructure of the Central Jakarta Administrative City Civil Service Police Unit.

In the Structure sub-theme, the researcher received good responses from structural and functional officials who said that a good structure resembled a pyramid of distribution of authority to the lower levels. And they hope that the ideal organizational structure of the Civil Service Police Unit is a lean organizational structure that is not too fat but rich in functions, only consisting of one head of the civil service police unit, one secretary, and three fields, namely law enforcement, public order and protection. community and functional groups that are seconded in all existing fields. Meanwhile, the responsibility remains with the leadership. The members of the Central Jakarta Administrative City Civil Service Police Unit agreed that it was necessary to reorganize the work architecture of the Central Jakarta Administrative City Civil Service Police Unit. This is in accordance with the submission from the Head of Sub-Division of the Central Jakarta Administrative City Civil Service Police Unit as the second key informant, who said that the improvement of the physical infrastructure of members of the Central Jakarta Administrative City Civil Service Police Unit and the restructuring of the work architecture of the structure of the Central Jakarta City Civil Service Police Unit. Today, many functions have shifted to certain functional positions, both at the expert level and at the skilled level, so in the view of the Head of the Sub-Division of the Civil Service Police of the Central Jakarta City Administration, it is necessary to emphasize the high discipline of each member of the Central Jakarta City Administration Civil Service Police Unit and reduce direct conflicts with society and other elements and changes with society. The explanation from the Head of Sub-Division of the Civil Service Police Unit TU is in line with Parsson's (1974) structural functional theory thinking. Furthermore, the Head of Sub-Division of the Civil Service Police Unit, Central Jakarta Administration, said that the improvement of physical infrastructure must also be based on the ability of members of the Civil Service Police Unit to transform themselves for the better. This statement is in line with the thinking of Galbright and Kates' (2007) Organizational Transformation Theory, namely organizational structure design is a deliberate process to establish and configure an organizational structure to create an effective organization.

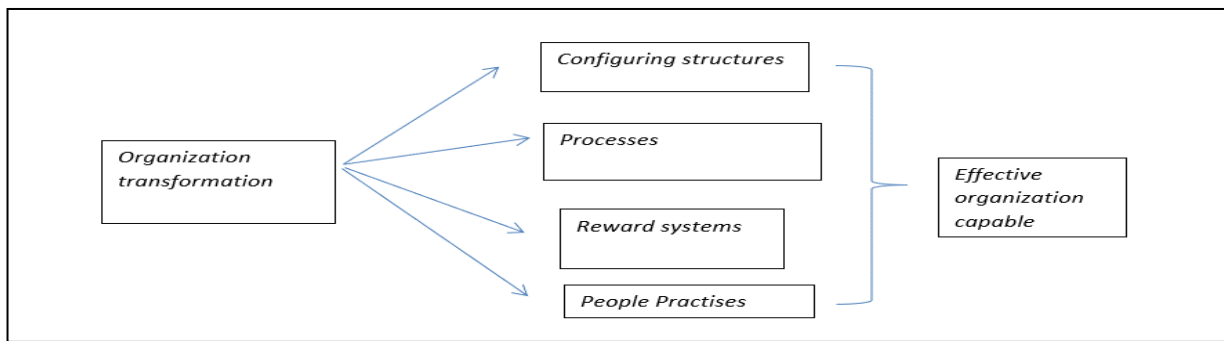


Figure 3. Organization Transformation Theory Galbright & Kates (2007)

In the discussion of the Processes sub-theme, a certain functional official of the Expert Level Civil Service Police named Agus and Siti Zahra as one of the key informants revealed that if the Central Jakarta City Civil Service Police Unit organization wants to develop, it is expected to be able to provide a standardized public service process to the people of the City. Central Jakarta in the field of information technology through the CRM (Quick Response Community) application, which is an integrated public complaint and complaint resolution application that enters the website of the DKI Jakarta Provincial Civil Service Police Unit which is then forwarded to the administrative city level. The application asks for a quick response and real action from members of the Central Jakarta City Civil Service Police Unit to immediately follow up on incoming complaints. In the application there are 3 (three) colors as a sign or benchmark that complaints from the public have been carried out. If there are still complaints from the public that have not been followed up, they will be marked with orange and red colors, and this will have an impact on the decrease in performance allowances from members of the Central Jakarta City Civil Service Police Unit and also affect the performance of the Head of the DKI Provincial Civil Service Police Unit. Jakarta. The sub-theme of the process is complemented by the existing public service SOPs and the SOPs will be revised immediately, in accordance with the spirit of Law No. 23 of 2014 concerning Regional Government, PP No. 18 of 2016 concerning Regional Devices and PP No. 16 of 2018 concerning Civil Service Police Units. Praja and PP No. 2 of 2018 concerning Minimum Service Standards, especially in the field of Trantibumlinmas services as one of the mandatory government affairs for basic services.

Furthermore, these processes are oriented towards performance and information transparency, what was revealed by certain functional officials at an expert level in line with Aghina Wouters' Agile Organization Theory (2017).

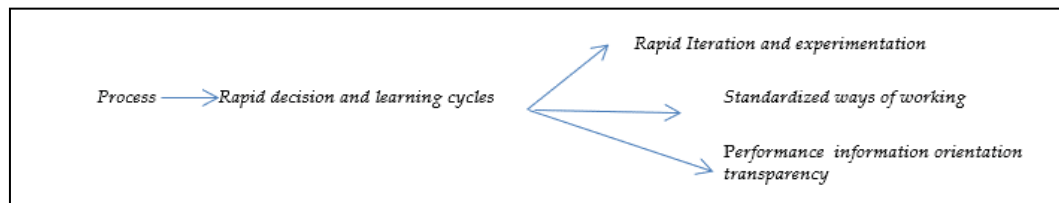


Figure 4. Process Aghina Wouters (2017)

In terms of the Reward System sub-theme, a Certain Functional Officer of the Skilled Level Civil Service Police Unit of DKI Jakarta Province 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 members of the Civil Service Police Unit itself and the wider organization. This statement is in accordance with Ralph Kilman's organizational development theory (2001; 152).

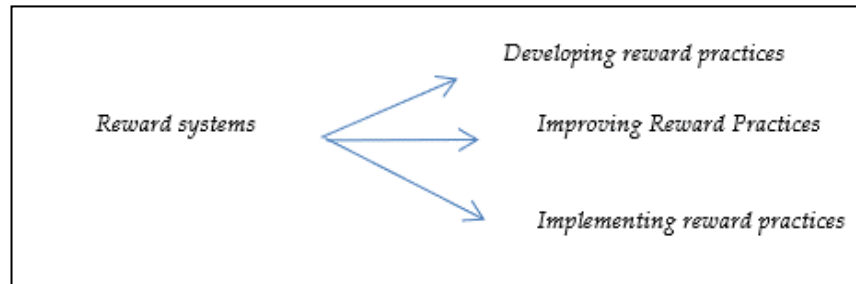


Figure 5. Reward Systems Ralph H. Kilman (2001;152)

On the analysis side of People and technology, Galbraight's theory of organizational development (1997), community, religious and youth leaders in the Central Jakarta Administrative City who were used as stakeholder informants by researchers, stated that people and technology played a very large role as a supporting factor during the revolutionary era. Industry 4.0, without the support of good people and technology, it is impossible for members of the Central Jakarta Administrative City Civil Service Police Unit to solve every problem in the field swiftly and on time.

The majority of respondents/key informants and stakeholders interviewed by the researcher said the importance of mastering technology for the interests of the Central Jakarta City Civil Service Police Unit organization that is currently being carried out.

Then in terms of the agile organizational development model, researchers can illustrate that in this digitalization era, every member of the Central Jakarta City Administration of Civil Service Police Unit in carrying out governance that is agile, fast, responsive, should be able to implement 4 (four) F's, namely Fast Response, Fast Thinking, Fast Action and Fast Report which then results in an organizational development evaluation (Organizational Development Evaluation), obtains what types of organizational development can be implemented in the Central Jakarta City Administrative Police Unit (Type of Organizational Development) organization, and finally can provide material What kind of future organizational development (Organizational Development Materials).

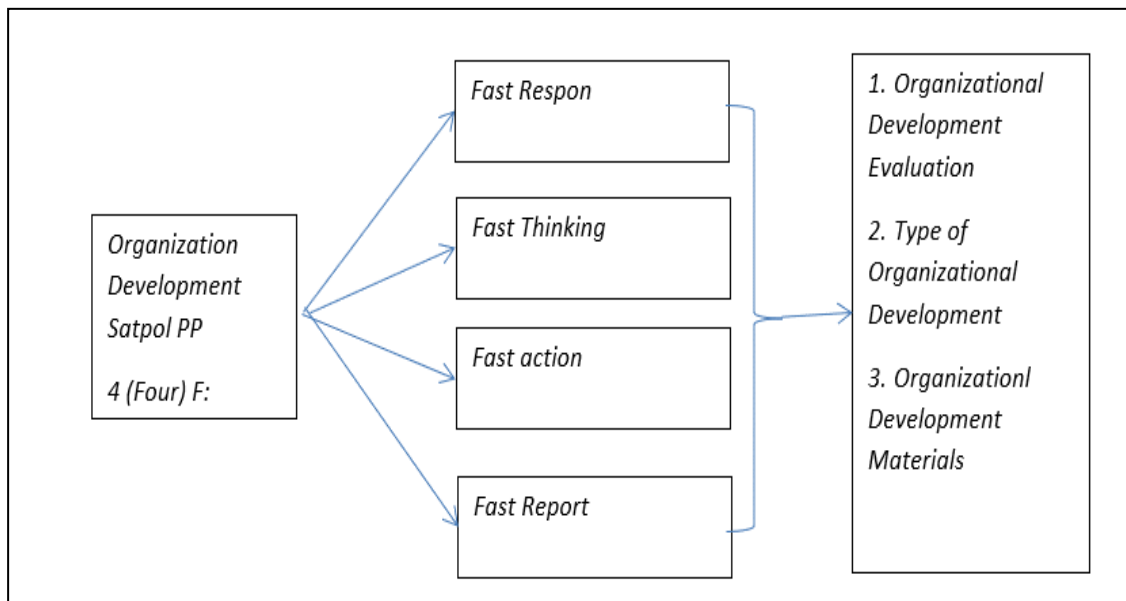


Figure 6. Researcher Version of Satpol PP Agile Organizational Development Model (2022)

The Agile Organizational Development Model of the Civil Service Police Unit that researchers can convey based on the results of research which is also a researcher's novelty can be described as follows:

On the Fast Response side, based on the results of the research, the people of the Central Jakarta Administrative City, which is the center of government, business and so on, really hope that in the future the Central Jakarta Administrative City Civil Service Police Unit can quickly respond to any complaints that come, either through an application. CRM, verbal or written letters from the public, including if there are members of the Civil Service Police Unit who find directly in the field there are problems that must be assisted by members of the Civil Service Police Unit, without having to wait for orders from the leadership / disposition of the new leadership to come down to the field. This fast response concept is a simple form that researchers offer to the Central Jakarta Administration City Civil Service Police Unit organization in applying Aghina Wouters' Agile Organization Theory (2017) in the community.

In terms of Fast Thinking, after we get used to the culture of being quick to respond at the first opportunity, the next step is to get used to every member of the Civil Service Police Unit to think quickly. For example, if you find community problems in the field after responding quickly, you are expected to think quickly as to what to do in overcoming problems in the field. This speed of thinking is expected to be able to overcome obstacles so far in the field. Therefore, it is deemed necessary to intensify training to improve Mind Set and effective Person Communication for the Central Jakarta Administrative City Civil Service Police Unit, especially for members of the Civil Service Police Unit for certain functional positions both at the Expert level and at the Central Jakarta Administration City skill level.

On the fast action side, the researcher hopes that every member of the Central Jakarta Administrative City Civil Service Police Unit is accustomed to being able to act quickly if they find people who need immediate help, for example, if they find people who are fighting or fighting, then the members of the Police Unit The Central Jakarta Administration City Pamong Praja acted quickly to disperse the brawl, not just silence it. The next example is if on a trip a member of the Civil Service Police Unit of the City of Central Jakarta Administration finds people who have had traffic accidents lying on the road, it is hoped that without waiting long they can immediately provide first aid to people in need. This is the expectation of the stakeholder informants who interviewed researchers in nine sub-districts in the Central Jakarta Administrative City.

On the Fast Report side, researchers hope to be cultivated quickly in reporting to the leadership or side pillar organizations in their respective regions. The speed of reporting, both verbally and in writing, greatly supports the creation of peace in public order and community protection. This includes increasing public trust in the organization of the Civil Service Police Unit, Central Jakarta Administration, which is still relatively low. The public still views the Central Jakarta Administrative City Civil Service Police Unit as an "enemy" together, not as a "friend" of the community. This image must be changed in the mind set of each member of the Central Jakarta Administrative City Civil Service Police Unit in providing excellent service (professional, responsive, innovative, modern and accountable).

After the four F's are made into a new habit or habit for every member of the community in developing the organization of the Civil Service Police Unit, Central Jakarta City Administration, then it is hoped that the four F's will become material for evaluating the development of agile organization of the Civil Service Police Unit in the future, including knowing the types of organizational development. Civil Service Police Unit that is in accordance with the times and material for organizational development that can be applied to the community in the Central Jakarta Administrative City.

Apart from the 4 (four) F's, agile organizational development can be successful if it is supported by a command and control leadership model from the Head of the Civil Service Police Unit who is strong macho to maestro, from someone who thinks he has all the answer and gets all the perks to someone who can conduct his staff to find its own answer (Warren bennis and robert towsend,1995))

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

- 1) If you want an organization such as the Civil Service Police Unit to succeed in carrying out a planned and structured and integrated organizational change as the theory of organizational development according to Galbraight (1997) is to have the ability of human resources to move more agile, responsive, agile in responding to all complaints and input from the community as well as the leadership of the Head of the Civil Service Police Unit who is strong macho to maestro. (Man).

- 2) Awareness of the importance of effectiveness and efficiency in the budget ceiling in the Central Jakarta Administration City Civil Service Police Unit organization in carrying out every activity and program that has been

planned every year, which has a clear direction on the importance of commitment to improving the quality of the resulting product which can be in the form of goods and services (Money).

3) The increase in materials for the Central Jakarta Administrative City Civil Service Police Unit in the form of equipment and equipment for the operational needs of facilities and infrastructure (Sarpras) of the Central Jakarta Administrative City Civil Service Police Unit is absolutely necessary, due to the classic problems that plagued the Central Jakarta Administration City Civil Service Police Unit Organization. limited equipment and operational equipment/ Facilities and infrastructure are still very minimal (Material).

4) It is necessary to have a new mindset (Mind Set) for members of the Civil Service Police Unit of the City of Central Jakarta Administration towards new methods of providing services that are humane but firm and not rude to all elements of society. The method of core value with Morals is service-oriented, adaptive, accountable, harmonious, loyal, competent and collaborative to the task and the community. (Method).

5) Every member of the Civil Service Police Unit in Central Jakarta Administrative City is expected to always be community-oriented in marketing every program and public service activity, using various applications such as CRM (Market) applications.

v. CONCLUSION

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

Development of an agile organization-based Civil Service Police Unit organization in Central Jakarta Administrative City:

- A. Organizational development of an Agile Civil Service Police Unit can be successful if it is supported by a model of command and control leadership. The head of the Civil Service Police Unit who is strong macho to maestro, from someone who thinks he has all the answer and gets all the perks to someone who can conduct his staff to find its own answer;
- B. Perform redesign thinking in changing the mindset (strategy) of the top leaders of the Central Jakarta Administrative City Civil Service Police Unit, then the Central Jakarta Administrative City Civil Service Police Unit Organization does not yet have a more measurable building the measurement system according to position, a description of the three main tasks and functions of the Central Jakarta Administrative City Civil Service Police Unit. This has become the home work of organizational officials of the Civil Service Police Unit in the secretariat of the Civil Service Police Unit, Central Jakarta City Administration;
- C. Change the organizational structure, namely the Civil Service Police Unit of Central Jakarta City Administration, which is currently still large and has a long and uniform organizational structure from the provincial to the sub-district level to become more streamlined, rich in functions according to

regulations at the central level, does not yet have several SOPs (Redesigning). the work architecture) which is strategic so that service procedures to the community have not gone through a standardized and transparent mechanism for members of the Civil Service Police Unit, Central Jakarta Administration. The current SOP is still in the process of limited revision by the leaders of the Central Jakarta Administration City Civil Service Police Unit to the Head of the DKI Jakarta Provincial Civil Service Police Unit through the submission of a Regional Regulation on the SOP for Public Service Trantibumlinmas. Then immediately create an organizational structure that further strengthens the work functions of certain functional officials of the Civil Service Police Unit, both at the skilled and expert level. Point B is expected to be initiated by certain expert and skilled functional officials to the leadership of the Central Jakarta Administrative City Civil Service Police Unit and Central Jakarta Administration City Government by always consulting the Director of Civil Service Police and Public Protection of the Ministry of Home Affairs;

- D. Familiarize yourself with Process in every program and activity of the Central Jakarta City Administration Police Unit by having high enthusiasm and awareness in providing the best service process in an information technology-based society (Changing the rules through the information technology). however, these services have not been carried out optimally by members of the Central Jakarta Administrative City Civil Service Police Unit due to limited budget and personnel resources owned by the Central Jakarta City Administration Civil Service Police Unit;
- E. Having good Reward Systems and People regarding the achievements of members of the Central Jakarta Administrative City Civil Service Police Unit who have given achievements worthy of being awarded for their achievements and dedication in their fields (create a reward structure/system).

Agile Organizational Development Model for Civil Service Police Units;

- A. Fast Response: Quick in responding to every complaint and input on public services in agile, close, easy, cheap and efficient manner without waiting for disposition orders from the leadership.
- B. Fast Thinking: Quickly think if the community encounters an obstacle or disaster without having to wait for a disposition order from the leadership of the Central Jakarta Administrative City Civil Service Police Unit. Quick to think in providing comprehensive solutions to people who need the help of members of the Civil Service Police of the City of Central Jakarta Administration.
- C. Fast Action: Act quickly if the community needs help at the first opportunity.

- D. Fast Report: Quickly provide reports both verbally and in writing to the organizational leadership of the Civil Service Police Unit and the side pillar organizations in their respective regions.

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

1) Short Term

- i. Get used to or habituated in cultivating the 4 (four) “Fs” in carrying out the work of the members of the Civil Service Police Unit, Central Jakarta City Administration;
- ii. Mapped specialization of competence in government affairs, compulsory basic services for hundreds of certain functional officers of the Civil Service Police at the expert level and skilled level in the Central Jakarta Administrative City who have been inaugurated and have always provided full support in carrying out the duties of subordinates from the Mayor of Central Jakarta and the Governor of DKI Jakarta, so that it is expected to increase the performance and work productivity of the Civil Service Police Unit of Central Jakarta Administration;
- iii. A 360-degree strong leadership training was held for the leaders of the Central Jakarta City Civil Service Police Unit, starting from the Head of the City Civil Service Police Unit (Kasatpol PP) to the Kasatpol PP Kelurahan.

2) Medium Term

An organizational leader such as the Head of the Central Jakarta Civil Service Police Unit (Kasatpol PP) is expected to be able to show 360-degree leadership and strong leadership macho to maestro in leading the organization of the Civil Service Police Unit, Central Jakarta City Administration. Dare to disagree with the Head of the Civil Service Police Unit (Kasatpol PP) DKI Jakarta Province if it is deemed not in accordance with the vision and mission of the Governor of DKI Jakarta and the Mayor of Central Jakarta;

3) Long Term

In developing the organization in the future, all members of the DKI Jakarta Provincial Civil Service Police Unit (not only the leadership) have the courage to change the organizational culture of the DKI Jakarta Provincial Civil Service Police Unit, which was originally "organization as machines" to the paradigm of organization as organism to be organization quantum if you want the organization to grow. and develop in an agile organization and strong commitment to the organization.

VI. SUGGESTION

The suggestions that the author can give to the leadership of the Civil Service Police Unit of Central Jakarta City Administration and Central Jakarta City Administration are as follows:

A. Agile Organizational Development Aspects:

Directed to the development of Ralph Killman's functional organization, namely Quantum Organization Theory by empowering certain functional officials, both expert and skilled levels.

B. Aspects of efforts to overcome the factors inhibiting the development of an agile organization of the Civil Service Police Unit of Central Jakarta City Administration:

- i. Creating broad opportunities for state civil servants civil servants of the Civil Service Police Unit of Central Jakarta City Administration 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 education. formal;
- ii. Establish and develop efficient and effective communication both internally within the organization of the Civil Service Police Unit, Central Jakarta Administration City and externally with the surrounding community;
- iii. Building active participation from various parties in the planning, implementation and evaluation of programs and activities of the Civil Service Police Unit of Central Jakarta City Administration;
- iv. Develop real support and high commitment from the leadership to staff, for example in giving rewards to members of the Civil Service Police Unit, Central Jakarta Administration City who excel and dare to give punishment to members of the Civil Service Police Unit who are proven to have made mistakes objectively not subjectively;
- v. Taking coercive action, namely applying pressure based on the provisions of laws and regulations, organizational needs for change (eg through enforcement of discipline for internal members of the Civil Service Police Unit, Central Jakarta City Administration).

C. The agile organizational development model for the Civil Service Police Unit.

Researchers suggest that an organizational restructuring of the Civil Service Police Unit of Central Jakarta City Administration should be immediately carried out from what currently refers to Mintzberg's theory of Organizational Structure (1993) to the Theory of Aghina Wouters' Model of Agile organization (2017) which further strengthens the functions of certain functional officials both expert level and skilled level.

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