

# Agile Organization Model for Local Government in Klungkung Regency, Bali Province

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## ABSTRACT

Agile Organization departs from the old paradigm shift that places organizations as machines (organization as machines) developed by Frederick.W.Taylor (1985-1915) towards a new paradigm that makes organizations as living organisms (organizations as living organisms). The current condition of the Regional Government organization is still looking for a form that suits the needs of the Regional Government organization. The purpose of this study is to better know, analyze and explain the agile organizational model for the Regional Government in Klungkung Regency, Bali Province in accordance with local wisdom. This study used a descriptive qualitative research method by reviewing the literature on various regulations and scientific papers related to the title and using Schwab and Davis' Agile Governance Theory in 2018 and Aghina Mc.Kinsey's Agile Organization Theory in 2017. The data collection technique was carried out by in-depth interviews with the participants. key informants and stakeholders, direct observation and review of documentation related to the current Klungkung Regional Government Organization. Data analysis includes reducing data, presenting data, and drawing conclusions. The validity of data collection was obtained by testing using triangulation of sources, techniques and theories. The findings are that local government organizations must be willing to change. Work mechanisms, performance targets, working relations mechanisms with the community, and reward systems need to be adapted to changes in working days.

**KEYWORDS:** Organizational Model, Agile Organization, Local Government, Klungkung Regency

## I. INTRODUCTION

Organization has become a necessity of today's modern society. The more modern a group or person is, the more involved in managing the organization. The involvement of people in an organization, both government organizations and private organizations, was initially only in local organizations and for primary needs, but now there are cross-country organizations to meet tertiary and even quarterly needs. To study in depth about regional organizations, it is necessary to have an introduction to understanding the philosophy of an organization itself.

Philosophy in the organization there are two types of organizational philosophy, namely philosophy in a broad sense and in a narrow sense.

Organizational philosophy in a broad sense talks about the nature of the existence of an organization in general. Bevir said, "Organization theory refers to a large and multidisciplinary body of scholarly work that focuses on understanding organizations. Most of this work has been written by scholars in the disciplines of sociology, business management and economics." According to a sociological perspective, humans are social beings who always want to be with other people, in groups who have common desires and or goals. However, not every group is called an organization. Groups of people in an organization have a common agreed goal, which has a division of tasks and role functions of each party involved in it. This is the foundation of an organization. From a position as a social being which later developed into a political being (*zoon politicon*) and a modern being called an organized being (*Homo organismus*). said so because one of the characteristics of human modernity is its involvement in the organization.

According to Bogardus, various human groups are called social groups. There are several types of groups, including an informal group and a formal group. Government organizations, including regional governments are formal organizations because they work based on certain authority (Authority) and have jurisdiction (jurisdiction).

In organizations, the orientation is to achieve certain goals. Activities carried out using certain procedures within the organization which are named in the world of government are referred to as the Machinery of Government. In government organizations, the establishment of the organization is always based on statutory regulations. In Indonesia, the high state organizations stipulated by the 1945 Constitution start from the MPR, DPR, DPD, President and Vice President, MA, MK and BPK. Meanwhile, government organizations are regulated by law, one of which is Law No. 39 of 2008 concerning State Ministries. The philosophy of organizing high state organizations in Indonesia is to have an equal position and supervise each other (check and balances principle). at the regional level, organizational formation is carried out by means of regional regulations referring to laws and or PPs. At the regional level, the principles of parallelism and mutual supervision can be seen in the position of the regional head and DPRD, as mandated by Law No. 23 of 2014 concerning Regional Government.

Human life continues. Change after change continues. One of the important changes at this time is the concept of actual organization associated with the presence of the industrial revolution 4.0, the idea of Schwab (2016), as well as the concept of Agile Governance developed by Schwab and Davis (2018) , which gave rise to the concept of agile organization . developed by A ghina et al (2017).

The trend of change is in line with various global forces that will change many aspects of human life related to the industrial revolution 4.0. according to Dobs et al, there are four current global forces that will break down various trends, namely: The age of urbanization, accelerating technological change, responding to the challenges of an aging world and greater global communication.

These various changes led to a paradigm shift in organizational development. Aghina et al suggested that an agile organization (Agile Organization) has five characteristics, namely as follows:

**Table 1. The Five Trademarks of Agile Organizations in Klungkung Regency, Bali Province**

No	Trademarks	Organization Agility Oractises
<b>Strategy</b>	North Starembodied across the organization	Shared purpose and vision organization Sensing and seizing opportunities Flexible resource allocation Actionable strategic guidance
<b>Structure</b>	Network of empowered teams	Clear, flat structure organization Clear accountable roles Hands on governance organization Robust communities of practice Active partnership and ecosystem Open physical and virtual environment Open physical and virtual environment Fit for purpose accountable cells
<b>Process</b>	Rapid decisions and learning cycles	Rapid iteration and experimentation Standardized ways of working Performance orientation Information transparency Continuous learning Action oriented decision making
<b>People</b>	Dynamic people model that's ignites	Cohesive community Shared and servant leadership Entrepreneurial drive role mobility
<b>Technology</b>	Next generation enabling technology	Envolving technology architecture, systems and tools

		Next generation technology and deliver practice.
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**Source:** Agile Organization Aghina Wouters Theory, 2017.

The concept developed by Aghina et al in 2017 applies in general to traditional organizations that will make changes towards an agile organization. The changes cover five things, namely Strategy , Structure, Process, People and Technology . Implementation will be different when applied to government organizations, especially local government organizations because of specific things that differentiate business organizations and community organizations. The Klungkung Regency Regional Government Organization has a legal umbrella, namely based on Regional Regulation No. 8 of 2022 concerning the Third Amendment to the Formation and Composition of Regional Apparatuses with the promulgation date of 30 December 2022 juncto Regent Regulation No. 74 of 2021 concerning Amendments to Regent Regulation No. 70 of 2021 with the promulgation date namely December 31, 2021 and in conjunction with Regent Regulation No. 70 of 2021 concerning Position, Organizational Structure, Duties and Functions and Regional Work Procedures with the promulgation date of December 13, 2021.

The application of the agile organization model as stated by Aghina et al in local government organizations needs to pay attention to the differences in philosophy and values that are maximized between organizations in general and government organizations. Government organizations aim to provide services by prioritizing benefits ( benefits ) not just profits (profit). Analysis of the model, looking at five characteristics with analysis of strategy, structure, process, people and technology.

In the strategic aspect, the key lies in the leadership of the Regional Head through his vision and mission. An example is the vision and mission of the elected Regent of Klungkung 2019-2024. The problem that occurs in many regions, including in Klungkung Regency, is that the policies governing the preparation of the organizational structure do not consider the vision and mission of the elected regional head at all. Regional Governments are forced to achieve this in standardized and tend to be standardized forms. There is an imbalance between the organization as a forum for cooperation and the set of activities to be carried out to achieve the goals set out in the vision and mission. However, what is unique until now is that not a single regional head in this Republic has filed a lawsuit against the policies issued by the central government which have significantly reduced the meaning of the widest possible autonomy as ordered by the constitution, especially article 18 paragraph (5) of the 1945 Constitution.

In the aspect of structure, the organization is a container and system of cooperation and collaboration to achieve the goals set through various strategies. The form and structure of the organization as a container is relatively static. Moreover, in the local government the organization must be with the approval of honorable members of the council as part of the representatives of the people of the area. To change it, you have to make a new regional regulation, with the limit being government regulations governing regional apparatus. Meanwhile, the system of cooperation and collaboration has dynamic values that can be played by organizational leaders according to the prevailing circumstances.

Agile governance or better governance is an important strategy for adjusting how policies are generated, discussed, defined, and implemented to create value for better governance in the industrial revolution 4.0. In other words, agile governance is a prerequisite for carrying out the fourth-generation industrial revolution. Agile governance while enhancing good governance developed by the World Bank and UNDP. There are nine characteristics of Agile Governance as follows:

1. Creating Policy Labs-Protecting space within government with an explicit mandate to experiment with new methods of policy development by using agile principles.
2. Encouraging collaboration between government and business to create and develop regulations using iterative, cross-sectoral and flexible approaches.
3. Supporting crowdsourcing policy and regulatory content to create a more inclusive and participatory rule making process.
4. Promoting the development of ecosystem of private regulators, competing markets to deliver quality governance in line with overachieving social goals.
5. Developing, popularizing and requiring the adoption of principles of innovation to guide researches, entrepreneurs and commercial organizations receiving public funding.
6. Promoting the integration of public engagement, scenario-based foresight approaches and social science and humanistic scholarship into science and research efforts.
7. Supporting the role of global coordinating bodies to provide oversight, spur public debate and evaluate the ethical, legal, social, and economic impacts of emerging technologies.
8. Fostering new approaches to technology assessment that combine for greater public deliberation and participation, with acknowledgment, and reflection of values, incentives and politics influencing decision making in both research and commercialization.
9. Incorporating the principles to improve the efficiency of public services and public welfare, better equipping government agencies to respond to change.

In relation to the description above, the nine characteristics of Agile Governance can be compared with the theory of Agile Organization Aghina Wouters Mc.Kinsey in the development of Agile Organization Models for Local Governments in Klungkung Regency, Bali Province. The Agile Organization Model for Local Government in Klungkung Regency, Bali Province can also be seen and observed in terms of culture and customs of the Balinese people who strongly uphold the norms and values of the Hindu religion which is the majority religion in the Province of Bali. Agile Organization Model for Local Government in Klungkung Regency, Bali Province with Aghina Wouters Agile Organizational Theory . Aghina who focuses on Agile Organizational Models for Local Governments in Klungkung Regency, Bali Province, is observed from the elements of strategy, structure, process, people, and technology.

## II. LITERATURE REVIEW

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

Table 2. Previous Literature Review

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. Rini Chyntia, M.rasyid Abdullah, Adi Rahmat and Rizqa Anita, Prociding of the Unilak SPs national seminar, 2023	<i>Agile Leadership: A Literature Review</i>	Leader	Theory of Joiner and Joseph (2007) Theory of Attar and Abdul kareem (2020) Mc.Peson Theory (2016)	Qualitative descriptive	Agile leaders are able to apply guiding principles, develop strategies, and develop mechanisms that will lead the organization to organizational agility.
2. Fuzi Fauziyah and Sri Raharso, Journal of Business and Investment Vol 2 No 3 December 2016	<i>The influence of Organizational Culture on organizational agility</i>	Studies on fashion X	Theory of Alberts and Hayes (2003) Theory of Zang and Sharif (2000) Harraf Theory (2015)	Quantitative	Organizational culture, organizational agility are in the good category and organizational culture contributes 30% to organizational agility and the regression equation $Y=64.323 + 0.657X$ is obtained
3. Sadu Wasistiono and Sulthon Rohmandi, 2020, Widya Praja Journal of Governance Science Vol 46 No 1 Page 213-229.	<i>Momentum of Organizational Rearrangement of Regency/City Regional Governments in the New Normal era</i>	Local Government Organization	Schwab and Davis Theory (2018) Richard Kelty's Theory (2019)	Study Literature	The new concept offered in the arrangement of Regional Government organizations includes six aspects, namely strategy, structure, process, society,

4.	Prayitno, 2022, Journal of Economics and Business Vol 11 No 2 Page 515-525	<i>Mobility Empowerment of the Role of Agile Leaders and Agile Organizations</i>	Leaders and Organizations	Joiners theory 2017 Akkaya Theory and Server 2022	Qualitative with grounded theory and journal research	technology, and leadership  Agile organization will not be realized without agile leaders
5.	Seta Ariawuri Wicaksana, Reinanda Isfania Hanifah, Journal Application Management And Business, Vol. 8 No.3, September 2022	<i>Building Organizational Agility Through Knowledge Sharing And Organizational Culture In Non-Departmental Government Agencies</i>	Organization	Theory (Noorbakhsh et al. 2017) Talon's theory and Pinsonneault (2011)	a quantitative approach	<i>show that knowledge sharing has a significant effect on organizational agility, then the value of the influence increases when organizational culture is added.</i>
6.	Rivelino, 2023, DREAM Journal International Vol 2 (02) February 2023	<i>The Role of Civil Service Police Heroines in Organizational Development of Civil Service Police Units in The Provinces of Bali</i>	Organizational Development	Theory of Designing Organization Jay Galbraith (2014)	Qualitative with a Descriptive Approach	<i>the role of the Civil Service Police heroine is currently so strategic in changing the face of the Civil Service Police Unit which currently still looks less humane and friendly to the community</i>

Source: Processed by Researchers January 2023

### A. Statement of Scientific Novelty

From the description above, the researcher conducted a different study and had not done previous research, namely in the research context focusing on How is the Agile Organizational Model for Local Government in Klungkung Regency, Bali Province, which is compatible with local wisdom?

### B. Research Problems or Working Hypotheses

The working hypothesis is the basic assumption of the researcher on a problem being studied. In the working hypothesis, the researcher considers that the hypothesis is correct, which will be proven empirically through hypothesis testing using the data obtained during the research (Simangunsong, 2017)

As for the working hypothesis of the researcher can be formulated as follows:

**Title:**

" An Agile Organizational Model for Local Government in Klungkung Regency, Bali Province ."

**Formulation of the Problem**

How is the Agile Organizational Model for Local Government in Klungkung Regency, Bali Province, compatible with local wisdom?

**The Concept Used**

Theory 2018 and Aghina McKinsey Agile Organization Theory 2017

**Working Hypothesis**

The working hypothesis in this study is an Agile Organizational Model for Local Government in Klungkung Regency, Bali Province , which is compatible with local wisdom seen from the point of view of Creating policy labs , until incorporating the principles to improve efficiency public service and public welfare, better equipping government agencies to respond to change. and from strategy, structure, process, people and technology from Aghina Wouters Mc.Kinsey .

**C. Objectives of the Scientific Writing Study**

To find out, analyze and explain the Agile Organizational Model for Local Government in Klungkung Regency, Bali Province which is compatible with local wisdom.

**III. METHODOLOGY**

Conceptual thinking and the development of a theory will each other related with one approach method study qualitative with approach literature study. Study qualitative used for exploring a potential antecedent and factors factor Which A little has is known and previously explored, which are based on three paradigms main i.e. positivist, interpretivist, And critical. positivist goal, to understand, 'How agile Organization Model for the Government so can match the culture of the Klungkung people? based on interpretivist approach because the researcher wants to see agile organization from perspective researcher \_ And consider perception researchers about the world of agile organizations and critically addressed with evidence – proof from various journal national and international.

**IV. RESULTS AND DISCUSSION**

**A. Overview of Klungkung Regency**

Klungkung Regency, Province of Bali, is geographically located between 115° 27' - 37" 8° 49' 00" South Latitude with regional boundaries to the north bordering Bangli Regency. Then, in the east it is bordered by Karangasem Regency, in the west it is bordered by Gianyar Regency, and in the south, it is directly adjacent to the Indian Ocean, with an area of approximately 315 km <sup>2</sup>. (Source: Klungkung Regional Secretariat January 2023)



The area of Klungkung Regency , one third of its area (112.16 Km<sup>2</sup>) is located between the island of Bali and two thirds (202.84 Km<sup>2</sup> is an archipelago namely Nusa Penida, Nusa Lembongan and Nusa Ceningan. (Source: Klungkung Regional Secretariat January 2023).

Klungkung Regency is a coastal plain area that has great potential in the form of marine fishery products. The length of the beach stretches for about 90 km, in Klungkung on the mainland for 20 km and the Nusa Penida Islands for 70 km. (Source: Klungkung Regional Secretariat January 2023).

**Table 3. Organizational data for the Regional Government of Klungkung Regency as of January 2023 is as follows:**

No	Description	Echelon	Information
1	regional Secretary	IIa	1 Secretary
2	DPRD Secretary	IIb	1 Secretary
3	Assistant Secretary of State	IIb	3 Assekda
4	Inspector	IIb	1 Inspectorate
5	Head of Satpol PP	IIb	1 Head of Satpol PP
6	Head of Department	IIb	17 Service
7	Head of Agency	IIb	6 Bodies
8	Head of Division	IIIa	7 Section
9	Camat	IIIa	4 Districts
10	village chief	IVa	6 Wards
11	Village head	Non-Echelon	53 Villages
	<b>Total</b>		<b>120 Government Agencies</b>

Source: Klungkung Regency Regional Regulation No 8 of 2022

This data is the result of simplifying the organization of orders from the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 25 of 2021 carried out by the Regional Government of Klungkung Regency, Bali Province in 2022.

## V. FINDINGS

On the theoretical side of Schwab and Davis's first Agile Governance is Creating a Policy Lab-Protecting space in government with an explicit mandate to experiment with new methods of policy development using agile principles. Agile governance requires the need for a laboratory for creating public policy, especially for piloting new methods of policy development using agile principles. For example, the Government of Indonesia plans to change

the working day from five days with a working duration of 8 hours each, to four working days with a ten-hour working duration from Monday to Thursday. This concept was inspired by the shark theory which suggests working four days a week (four day week). this concept has begun to be carried out by countries such as countries in Europe to increase time, effort, budget and energy efficiency.

On the second theoretical side, namely encouraging collaboration between the government and the business world to create and develop regulations with an iterative, cross-sectoral and flexible approach, the intention is agile governance by collaborating in the form of a triple helix, quad helix, penta helix, hexa helix and multiple helix. The goal is to have a more flexible approach, not rigid as in the concept of bureaucratic thinking. Included in the process of making public policies that are more participatory than the community. Another example of collaboration can be seen from photos of the activities of members of the Civil Service Police of Klungkung Regency in carrying out humane policing which involved several elements, namely the TNI, Polri and the community:



**Figure 1. Caption to Triple Helix Collaboration in Klungkung Regency, February 2023**

While other theories put forward start from Supporting crowdsourcing policy and regulatory content to create more inclusive and participatory rule making processes, Promoting the development of ecosystem of private regulators, competing markets to deliver quality governance in line with overarching social goals, Developing, popularizing and requiring the adoption of principles of innovation to guide researches, entrepreneurs and commercial organizations receiving public funding, Promoting the integration of public engagement, scenario based foresight approaches and social science and humanistic scholarship into science ad research efforts, Supporting the role of global coordinating bodies to provide oversight, spur public debate and evaluate the ethical, legal, social and economic impacts of emerging technologies, Fostering new approaches to technology assessment that combines for greater public deliberation and participation, with acknowledgment, and reflection of values, incentives es and politics influencing decision making in both research and commercialization, up to Incorporating the principles to improve public service efficiency and public welfare, better aquipping government agencies to respond to change, requiring citizens to be more educated will make their dependence on the state less and less . This is what state administrators need to understand together, who often use the old organizational paradigm.

Agile organization is a vessel that carries out agile governance in carrying out the industrial revolution 4.0. in the Tangkas organization there is a need for a change in viewing the organization which was originally a machine to become a living organization.

The change from an organization as a machine to an organization as a living organization is the loss of boundaries. Organizations that were initially hierarchical from top to bottom were accompanied by a detailed division of tasks called main tasks and functions, to become an organization consisting of a group of experts in a particular field coordinated by a leader who was given the authority for that matter.

Boxes and lines as in the old organization as a machine is not considered too important. The grouping of experts is flexible according to the work being handled. With the loss of lines and partitions, demanding a mindset that is usually selfish becomes a systematic mindset. These changes must be followed by the leadership style used.

If viewed and analyzed from the development of organizational theory, the concept of *agile organization theory* from Aghina et al, describes the change in the second-generation theory or structural organization to become the fourth organization or functional organization. Bennis and Townsend mention that the change is *From Macho to Maestro*. from a power base to a skill base. Power is described in the Structural Organization based on echelonization and rank class which is widely used in military organizations and other pressure organizations such as Satpol PP. Meanwhile, expertise is described in a functional organization based on specific field competencies. An example is the Satpol PP of Klungkung Regency, which has changed its face from a rigid pressure organization to an agile organization by functionalizing its 54 structural members to become functional officials.

Changes towards an agile organization can be described by Aghina et al as in the following figure:

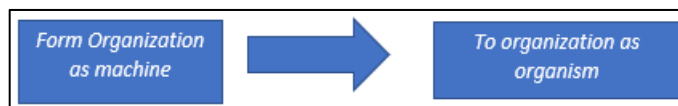


Figure 2. Model Aghina Wouters et al

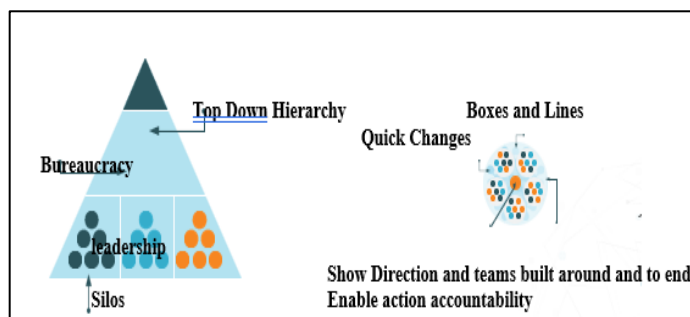


Figure 3. The Five Trandmarks of Agile Organization by Aghina Wouters et al 2017

Aghina et al's concept of Agile Organization is in line with Hamel and Zanini's idea of the humanocrachy paradigm which is expected to replace the Weberian bureaucratic paradigm initiated at the end of the 18th century. humanocrachy emphasizes the role of humans in organizations, not anymore to the organizational structure. Organizations within the Klungkung Regency Regional Government at this time, it can be seen by Researchers

starting to shift from Weberian Organizational Theory to Agile Organizational Theory with examples having been appointed and inaugurated then empowered 54 functional officials within the Civil Service Police Unit organization of Klungkung Regency. They work fast, agile and agile in every activity. And this can be conveyed by the researchers as evidence of the results of observations of the visualization activities of functional officials of the Civil Service Police of Klungkung Regency as follows:



**Figure 4. Caption of Activities of Functional Officials of Pol PP Klungkung Regency Feb 2023**

The role of humans in the Civil Service Police Unit Organization of Klungkung Regency, as seen in the visualization photo above, has reflected changes in the *mind set* and *culture set* of ASN Civil Service Police of Klungkung Regency in carrying out every task they carry out. The Standard Operating Procedures in the Civil Service Police Unit Organization of Klungkung Regency are currently not something sacred, so anyone can cut management as long as it has a positive impact on the organization's efforts to achieve its goals. Every job carried out by members of the organization can be a good job, because of the pressure. in people with certain competencies, not in a rigid structure.

Changing a paradigm is not an easy job because it requires high and continuous understanding, leadership and consistency. Understanding in the sense of knowing the strengths and weaknesses of the new paradigm that will be offered. Leadership in the sense of courage in initiating and overseeing change because a leader is an innovator and a risk taker. Consistency in the sense of being firm in the desired direction of change, as well as the resulting consequences. If the paradigm in managing state organizations is not changed, it will cause an increasingly serious lag behind other countries, so that the future ideals envisioned in Indonesia's Vision 2045 will be very difficult to achieve.

The agile organization model based on these two theories used by researchers can be described as follows:

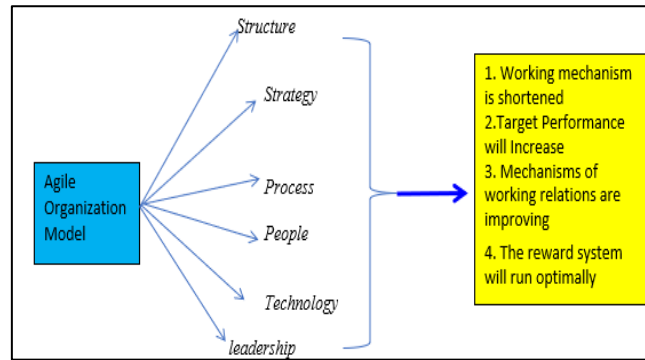


Figure 5. Research Model

Likewise, the working relationship between JPT (Primary High Position) in Klungkung Regency as follows:

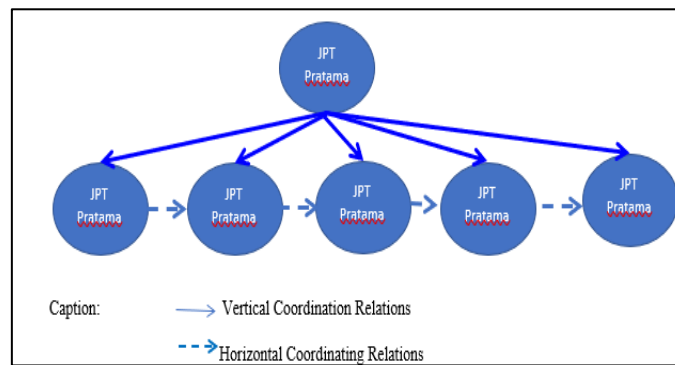


Figure 6. Pattern of Work Relations Between Klungkung Regency JPT

Based on the above description, agile organization includes various strategic matters, one of which is a flat and clear structure. The goal is that the decision-making process can be made quickly and accurately, not convoluted or tiered like the Weberian bureaucratic model. There are four characteristics of the 21st century organization according to Guliart and Kelly, Belbin and Mohrman et al, namely as follows:

1. Smaller
2. Faster
3. More open
4. More Wide

The hallmark of an agile organization is the accountability of the roles played must be clear. The process of running an organization must be related to governance, not just a matter of mere management, especially if the organization uses a collaborative governance paradigm that encourages it to work together between state actors and non-state actors in an equal position.

Another characteristic of an agile organization can be seen from its structural aspect, which encourages the community to have a habit of dealing with change, something that is sure to happen. In addition to this, we must actively build partnerships and ecosystems to replace approaches that are still ego-systemic. And this must be

followed by a change in the mentality of the authorities from elements of government bureaucrats so that working relationships in agile organizations can be more egalitarian. Agile organizations in local government must open up physical and virtual environments according to current developments. Everyone in local government organizations is currently familiar with digitalization, but there are still many who run the organization manually, so the organization adapts to it. Every cell in an agile organization must be accountable in achieving its goals.

In the aspect of the process in Aghina Wouters et al's agile organizational theory, a dynamic work system to achieve goals, each regional apparatus organization must pay attention to the process in achieving goals because the process is as important as the goal itself. Through a good and appropriate process good and correct results will be obtained, otherwise good results are expected to be obtained through a good process. In an agile organization, a process that is repeated and fast is needed and there is experience, especially with new things, so that continuous updates can be carried out. In every organization, a unit is needed whose job is to observe the process in achieving goals so that it is always current, or periodically invites experts in their field to see existing processes for improvement. Because outsiders, usually can see more observant and careful in seeing irregularities because they do not have a strong interest in it.

Another feature of the agile organization process is the existence of standardized ways of working, starting from the mechanism, how to achieve the target time, how to achieve the product target, to mitigation if there are interruptions in the process. Performance orientation according to standardized performance standards.

In order to become an agile organization in the industrial era 4.0, data-based information disclosure is needed, such as the *internet of things (IoT)*. through IoT everything becomes open except for those that must have limited access such as technology secrets, core business strategies and so on. For this purpose, there is a need for continuous learning for every member of the organization because science and technology are developing very fast so that a learning organization is formed which is supported by group learning and individual learning . Equally important is the existence of action-oriented decision making. If we borrow the Pareto 80/20 principle for this case, then the success of achieving goals is determined by 20% of a plan and 80% comes from our actual actions.

On the people aspect, the success of the organization depends on the people who work in it (the man behind the organization). this principle correlates with the principle of The Right Man on The Right Place on The Right Time. In agile organizations, these principles need to be coupled with the existence of a cohesive community with an ecosystem. It requires leadership that shares and serves sincerely.

In agile organizations, the creed of the customer is king is not really felt by society. Officials are rulers who are a remnant of the mental legacy of the Dutch East Indies colonial period. Mental like this apparently continues to this day. A real example is the case of the human cage which was carried out by the non-active Regent of Langkat, Publishing the Pengin-Angin Plan, which is a clear example of the mentality of the rulers who act arbitrarily against their people.

Another feature of agile organizations is their entrepreneurial drive. In local government organizations this does not develop properly. They work based on the available budget or budget oriented. If the government does not provide a budget, then there will be no activities that can be carried out in serving the community. There are several areas that are excluded from the above, namely the City of Surabaya when led by Mayor of Surabaya Tri Rismaharini and Banyuwangi Regency when led by Regent Azwar Anas who is currently trusted by Jokowi as Minister of Administrative Reform and Bureaucratic Reform replacing the late Tjahyo Kumolo. The two regional heads utilized CSR funds from the company and collaborated with other private parties in their respective regions.

In terms of technology, agile organizations will use more big data and internet of things, simulation and system integration. The main characteristics of agile organizations are the development of technology architecture, systems and equipment as well as the use of next-generation technology developments and how to deliver them. An example is the presence of 5G and 6G cellular network technology, an agile organization needs to anticipate it appropriately.

The possibility of its use in agile organizations in Regional Government organizations will be used in regional government organizations consistently, as is the case with the Indonesian government's political policy of removing most echelons V, IV and III which have been contained in the central government work program for the period 2019 to 2024 then, another example is the implementation of a work from home system (*Work From Home*) due to the Covid-19 pandemic which has become a blessing in disguise for all employees in Indonesia for the development of a more flexible work system (Flexible working time and place). This work system will make command control model organizations such as the Civil Service Police lose their relevance, except for certain organizations such as the military and police. Then, the next example of implementation is a trial work of four days in one week strengthening indications that local government organizations must be willing to change whether they like it or not, are ready or not ready to go through it, which then work mechanisms, performance targets, working relations mechanisms with the community, and the provision of a proportional reward system needs to be readjusted to the change in working days.

## VI. CONCLUSION

Local Government Organizations, like it or not, ready or not ready, must want to change according to changing times. Matters concerning Work Mechanisms, Performance Targets, Mechanisms of Working Relations with the Community, and Provision of Reward Systems Need to be Adjusted to Changes in the Working Day by using an agile organizational model in terms of structure, strategy, process, people, technology and leadership. Aghina Wouters' agile organization can be managed by the local government of Klungkung Regency in accordance with its local wisdom.

### A. Suggestions

The readiness of each Regional Government ASN to implement the new concept of agile organization requires leadership with a 360-degree circle model and digital leadership can be in line with contemporary thinking through

the agile organization model. A leader must stand in the middle to lead functional officials who are experts in their field who need expertise in deciding something that is seen comprehensively by those appointed by the leadership of the organization. It's time now to make things easier because of technological advances. The government bureaucratic saying that states, if it can be complicated why should it be made easier, it is no longer the era. Government organizations have the task of serving, assisting, facilitating and supervising the community and are required to always think and act positively according to community development.

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