

The Implementation of Agile Organization at the Regional Development Planning Agency of Depok City, West Java Province

Faria Ruhana

Institut Pemerintahan Dalam Negeri, Jakarta Selatan, Indonesia

Email: fariaruhana@ipdn.ac.id

Abstract

The concept of an agile organization is essential in Indonesian governance to foster adaptive, responsive, and integrated bureaucracies capable of addressing rapid changes, especially in the digital era and during crises. At the Regional Development Planning Agency (Bappeda) of Depok City, challenges remain in implementing an agile organization effectively. This study employs a Convergent Parallel Mixed Methods approach, utilizing questionnaires, interviews, observations, and documentation for data collection. Quantitative data were analyzed using descriptive statistics, complemented by qualitative analysis through data reduction, data presentation, and conclusion drawing. The findings reveal that while the organization demonstrates a commitment to customer satisfaction, further improvements are necessary. Leadership empowerment has been effectively implemented but lacks uniformity across the organization. Adaptive and flexible processes are in place, though their application is inconsistent and suboptimal. Continuous improvement practices are evident, but challenges persist in ensuring consistency and team involvement across departments. Transparency is generally established, yet certain teams face difficulties achieving comprehensive openness. These findings highlight the need for strategic enhancements to optimize the implementation of agile organizational principles.

Keywords: *Agile Organization, Bureaucracy, Adaptive.*



A. INTRODUCTION

Agile organization is a management and organizational structure approach that emphasizes flexibility, adaptability, and collaboration to respond swiftly to changes in a dynamic business environment. Some key characteristics of an agile organization include flexible structures, customer focus, iteration and experimentation, high collaboration, and the utilization of technology to enhance efficiency and responsiveness.

This approach is commonly applied in the technology industry but can be implemented across various sectors to foster innovation and competitiveness, including in governance. The application of the agile organization concept in Indonesian governance aims to create an adaptive, responsive, and integrated bureaucracy to address rapid changes, particularly in the digital era and during crises such as the COVID-19 pandemic. The government has implemented measures such as digital transformation, bureaucratic simplification, and the adoption of the Electronic-Based Government System (SPBE).

The utilization of agile organization in Depok City, West Java, faces several distinct challenges, particularly related to public service efficiency, cross-sector

collaboration, and adaptively meeting citizens' needs. Several problems hinder its implementation, including: 1) Waste Management: Depok City faces serious challenges in waste management. The Cipayung Landfill (TPA) often experiences overcapacity, leading to waste accumulation in various areas. The Depok City Government has prioritized waste management in the 2025 Regional Budget (APBD), but its implementation requires more collaborative and innovative approaches (<https://depok.inews.id/>). 2) Public Transportation Services: Limited public transport routes and fleets, such as in Cinere District, exacerbate congestion issues. Integrated and responsive transportation solutions are urgently needed, but these changes require a more flexible and data-driven framework (<https://depok.inews.id/>). 3) Intolerance and Education: Intolerance issues, which have begun to infiltrate educational institutions, also pose social challenges. Addressing this requires cross-sector programs that enhance awareness and inclusivity through an agile approach to policymaking (<https://depok.inews.id/>). 4) Digital Capacity: Despite efforts to digitize government services, digital capacity and infrastructure remain inadequate to enable optimal agile work implementation. 5) The Depok City Government can strengthen the implementation of agile by leveraging digital technology, building a collaborative ecosystem between the community, private sector, and government, and accelerating the adoption of data-based systems. This approach will help respond to citizens' needs more quickly and effectively.

Specifically, at the Regional Development Planning Agency (Bappeda) of Depok City, preliminary interviews with the Tetra Team revealed the following issues regarding the utilization of agile organization in Bappeda: 1) Budget and Infrastructure: Limited time due to the volume of other tasks that need to be completed. 2) Limited Human Resources: Insufficient number of staff. 3) Competency Gaps: Lack of human resources with the required competencies. 4) Team Conflict Management: Ensuring that all team members' opinions are accommodated in line with the team's objectives. 5) Partial Adoption: Some Regional Device Organizations involved in the Joint Team have not yet implemented this agile organization.

The implementation of agile organization in Depok City can significantly impact improving government performance, particularly in public service efficiency, adaptability to change, and leveraging technology for citizens' needs. Positive outcomes that can be achieved include: 1) Improved Public Service Efficiency: By adopting agile work systems, government services can be designed to be more responsive. A concrete example is the implementation of e-Government or digital systems, such as the public service application Pikobar during the COVID-19 pandemic, to provide real-time information (<https://depok.inews.id/>). 2) Technology Utilization: Reducing manual processes and slow bureaucracy, enabling citizens to access services more quickly. 3) Adaptive Response to Priority Issues: Depok City faces significant challenges such as waste management. With an agile approach, waste management can involve cross-sector collaboration and data-driven decision-

making. This enables the Depok City Government to respond to issues in real-time and focus on strategic solutions. 4) Cross-Sector Collaboration: Agile organization encourages collaboration between government, society, and the private sector to address urban issues such as congestion and public transportation services. For example, this collaborative model can be applied to improve public transport fleets in densely populated areas like Cinere (<https://depok.inews.id/>). 5) Innovation in Education and Health: Agile allows for more effective design of education and health services programs, such as improving digital health service applications to facilitate citizen access. Agile also enables dynamic curriculum improvements based on local needs.

Despite the positive impacts, the implementation of agile in Depok City still faces obstacles, such as: 1) Inadequate Digital Infrastructure. 2) Bureaucratic Culture: A bureaucratic work culture that does not fully support work flexibility. 3) Lack of Human Resources Training: Insufficient training for staff to understand and apply agile principles. 4) By overcoming these challenges, Depok City can maximize the implementation of agile organization to improve public service quality, accelerate solutions to urban problems, and create a more efficient and adaptive government. This can also support Depok's vision of becoming a modern and technology-friendly city.

B. LITERATURE REIEW

Several definitions of an agile organization include: according to Stephen Denning (2018), an agile organization is defined as one that possesses the ability to respond quickly and flexibly to environmental changes, customer needs, and technological innovations. He emphasizes that organizational agility is the key to continuously creating value in a dynamic business world. Furthermore, Darrell K. Rigby, Jeff Sutherland, and Hirotaka Takeuchi (2020) describe an agile organization as one oriented toward developing cross-functional teams that can work adaptively, collaboratively, and innovatively to achieve strategic goals. Agility encompasses not only work methods but also an organizational culture that supports change and learning.

Additionally, Frederick P. Brooks (2016) states that an agile organization is one capable of quickly adapting to uncertainty and business needs, both in terms of human resource management and the tools employed. This concept is often associated with managing complex technology projects. Meanwhile, John P. Kotter (2014) portrays an agile organization as one that can create a parallel network of work structures outside the traditional hierarchy to address the demands of rapid and strategic change. This agility accelerates the execution of new ideas without sacrificing operational stability.

Another concept, according to Mario E. Moreira (2017), explains that an agile organization consistently adopts an end-to-end and top-to-bottom approach in implementing agile principles. Such organizations place primary focus on customer value, continually adapting methodically and rapidly to meet evolving needs.

Moreira emphasizes the importance of transparency, collaboration, and autonomy at all levels of the organization to create high value and eliminate low-value activities. Some key elements of this concept include:

1. Mapping Customer Value: Identifying and prioritizing tasks based on their contribution to customer value.
2. Aligning Strategy and Operations: Ensuring that ideas, strategies, and tasks are aligned with business priorities.
3. Experimentation and Rapid Feedback: Leveraging iterative feedback to improve the alignment of products or services with customer needs.
4. Employee Empowerment: Encouraging employees to self-organize and contribute innovation to work processes.

Mario E. Moreira (2017) identifies several key elements of an agile organization that are crucial for successfully implementing agile methodologies. The following are explanations of these elements:

1. Customer-Centricity
An agile organization places the customer at the center of all activities and decisions. They strive to understand customer needs deeply and continuously adjust their products and services to meet customer expectations. This involves regularly collecting customer feedback and using that information to make ongoing improvements.
2. Leadership Empowerment
Leaders in an agile organization act as facilitators and coaches rather than authoritarian supervisors. They empower teams to make decisions, promote a collaborative work environment, and support innovation. Effective leaders in agile organizations also focus on developing skills and fostering individual growth within teams.
3. Empowered and Self-Organizing Teams
Teams in an agile organization are authorized to make decisions and organize their own work. They collaborate, take full responsibility for their results, and strive to continuously improve efficiency and effectiveness. Empowered teams have autonomy and feel accountable for the projects they work on.
4. Adaptable and Flexible Processes
Agile organizations use adaptive and flexible processes that allow them to respond quickly to change. Methodologies like Scrum or Kanban help manage projects in an iterative and incremental way, enabling quick adjustments based on feedback received. This ensures that the organization can quickly adapt to market changes and customer needs.
5. Continuous Improvement
Continuous improvement is a core principle of agility. Agile organizations encourage teams to keep learning from their experiences and make ongoing improvements. Practices like sprint retrospectives help teams identify areas that need improvement and implement necessary changes.

6. Transparency

Transparency in communication and work processes is critical in an agile organization. It creates an environment where information flows freely, allowing all team members to have the same understanding of goals, progress, and challenges faced. Transparency fosters trust and collaboration among team members.

From the various concepts of agile organizations proposed by experts, the researcher uses the theory of Mario E. Moreira (2017) to measure the agile organization implemented by the Bappeda (Regional Development Planning Agency) of Depok City, West Java Province.

C. METHOD

This study uses a convergent parallel mixed methods research design, which is one approach in mixed methods research. This approach involves the simultaneous collection of both quantitative and qualitative data during one phase of the research, followed by separate analysis of each type of data and comparing the results to gain a comprehensive understanding of the phenomenon being studied.

Several opinions regarding the convergent parallel mixed methods include Creswell & Plano Clark (2018), who explain that the convergent parallel method involves the simultaneous collection of quantitative and qualitative data but done separately. The analysis of both types of data is conducted independently, and then the results are compared to identify similarities, differences, or combinations of both perspectives. According to Sugiyono (2016), the convergent parallel mixed methods approach is used to obtain complete and in-depth data by combining quantitative and qualitative data collected simultaneously. The results of these two approaches are then combined or compared to draw more valid conclusions. Furthermore, Tashakkori & Teddlie (2010) state that the convergent approach allows for the integration of results from both quantitative and qualitative methods with the goal of improving the accuracy of data interpretation.

In this study, data sources were obtained from: a) Primary data, which was collected through questionnaires from respondents selected using stratified random sampling, followed by interviews with informants chosen using purposive sampling; b) Secondary data, obtained from documents related to agile organization in Bappeda Depok City. Data collection techniques included questionnaires, interviews, documentation, and observations at the research site. The quantitative data analysis was conducted using descriptive statistical analysis, while the qualitative data analysis followed the steps of data reduction, data display, verification, and conclusion drawing.

D. RESULTS AND DISCUSSION

The implementation of Agile Organization at the Regional Development Planning Agency (Bappeda) of Depok City aims to improve organizational performance while providing more responsive and innovative services to the public.

Depok City adopts an agile approach, particularly in governance, through the application of flexible and adaptive leadership and the implementation of digital technology to support its operations.

The characteristics of the informants in the study vary, with work experience ranging from 24 years to 36 years, with education levels of Bachelor's degree (20%) and Master's degree (80%). The positions held include echelon 4 (20%), echelon 3 (20%), echelon 2 (20%), and functional officials (40%). The research findings are presented as follows.

From the various agile organization concepts proposed by experts, the researcher uses the theory of Mario E. Moreira (2017) to measure the agile organizations implemented by Bappeda Depok, West Java Province. Mario E. Moreira (2017) identifies several key elements of agile organizations that are crucial for success in implementing agile methodology. These six elements of agile organizations are: 1) Customer-Centricity, 2) Leadership Empowerment, 3) Empowered and Self-Organizing Teams, 4) Adaptable and Flexible Processes, 5) Continuous Improvement, and 6) Transparency.

1. Customer-Centricity

According to the theory of Mario E. Moreira (2017), Customer-Centricity refers to an agile organization that places customers at the center of all activities and decisions. They strive to understand customers' needs deeply and continuously adjust their products and services to meet customer expectations. This involves regularly gathering customer feedback and using that information to make continuous improvements. The research results on the first dimension of agile organizations, namely customer-centricity, show that, of the 5 indicators of Customer-Centricity, the results are as follows: 24% rated as very good, 60% good, and 16% fairly good, as shown in the following chart.

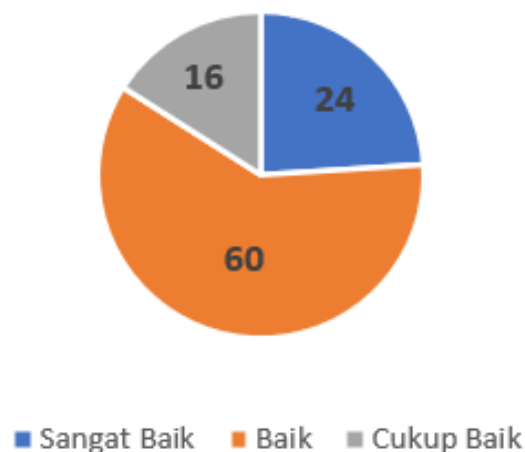


Figure 1. Customer-Centricity

The interview results indicate that the employees involved understand their tasks well. The work in each area of responsibility can be completed effectively according to the Performance Targets (SKP), in line with the job description, and

each employee has a clear job description to carry out their tasks to the best of their ability.

Based on the theory of Mario E. Moreira (2017), customer-centricity emphasizes the importance of placing customers at the center of the organization's strategy, processes, and work culture, which can enhance business value and customer satisfaction. Looking at the results of the questionnaire, 24% rated it "Very Good," meaning respondents feel the organization is highly customer-focused. 60% rated it "Good," indicating that the majority of respondents believe the organization is performing well in this aspect but still has room for improvement. Meanwhile, 16% rated it "Fairly Good," meaning a small number of respondents feel the organization is somewhat focused on customers, but there are significant areas that need improvement.

According to Mario E. Moreira (2017), customer-centricity is a crucial foundation for organizations aiming to implement agile methodology. Focusing on the customer means understanding their needs and quickly adapting to changes. The questionnaire results show that 60% of respondents rated it "Good," suggesting that the organization has a fairly good understanding of customer needs but has not fully optimized its implementation. The 16% "Fairly Good" rating indicates that some respondents feel the organization's attention to customers is still limited or superficial.

According to Jeff Sutherland (2014) in *Scrum: The Art of Doing Twice the Work in Half the Time*, agile encourages organizations to listen to customers through regular feedback and rapid iterations in products or services. The 24% "Very Good" rating suggests that a small group within the organization is successfully integrating customer feedback into their work processes. However, this result also indicates the need for consistency across the organization. According to Steve Denning (2018) in *The Age of Agile*, an agile organization is always customer-oriented through a value-driven approach. This means teams must work collaboratively and respond to customer needs. The 60% "Good" rating indicates significant progress, but it has not yet reached the optimal "Very Good" standard. To become an organization that is truly customer-focused, aspects of communication, innovation, and flexibility need to be further improved.

2. Leadership Empowerment

According to Mario E. Moreira (2017), Leadership Empowerment is a leadership approach that emphasizes granting authority, support, and trust to individuals or teams to make relevant decisions. This approach aligns with the principles of Agile Leadership, where leaders act as facilitators who help teams achieve goals, rather than merely being controllers or directors.

Based on the research results for the leadership empowerment dimension, it was found that in terms of leadership as facilitators, 45.7% rated it "Very Good," 42.9% rated it "Good," and 11.4% rated it as shown in the following diagram.

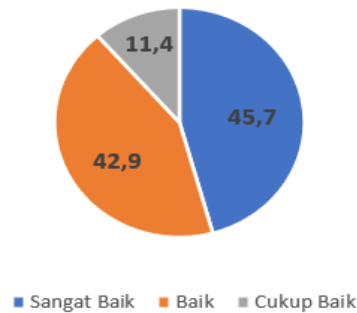


Figure 2. Leadership Empowerment

The interview results with informants revealed that in terms of leadership as facilitators, the leadership at Bappeda has conducted program evaluations and actively participated in various programs/activities. The leaders at Bappeda have facilitated their subordinates very well, which has been instrumental in accelerating the completion of tasks. The Head of Bappeda, as the Chair of the Creative Economy Team, was also the first to initiate the Tetra (Tim Tepat Terampil) Team. Additionally, the Head of Bappeda has played a key role as a facilitator in waste management in Depok City.

According to Mario E. Moreira (2017), Leadership Empowerment is one of the key dimensions of agile organizations. This dimension emphasizes the leader's role as a facilitator who empowers teams to work independently, collaboratively, and innovatively to achieve organizational goals. The results from the questionnaire indicated that 45.7% rated it as "Very Good," meaning nearly half of the respondents found the leadership very effective in empowering teams and acting as facilitators. Meanwhile, 42.9% rated it as "Good," suggesting that most respondents felt the leadership was good but not fully optimal, while 11.4% rated it as "Fair," meaning a small portion felt that the leadership's role in empowering the teams was lacking.

Referring to several theories, including Mario E. Moreira (2017), leadership in agile organizations is no longer authoritarian or command-based but functions as a facilitator and enabler. The 45.7% rating of "Very Good" indicates that most leaders have understood and implemented a leadership style that supports collaboration and team autonomy. This reflects a leadership transformation towards a more modern and agile approach. However, the 42.9% rating of "Good" and 11.4% of "Fair" indicate there is still room for improvement, particularly in establishing a more consistent leadership culture throughout the organization.

Further analysis by Jim Highsmith (2010) in Agile Project Management emphasizes that Agile leadership focuses on delegating authority and empowering teams to make quick decisions in dynamic conditions. The 45.7% rating of "Very Good" acknowledges leaders who promote team autonomy. However, the 11.4% rating of "Fair" could reflect some leaders still lacking trust in the teams' capabilities or not fully transitioning from traditional hierarchical leadership styles.

Stephen Denning (2018) in *The Age of Agile* mentions that leaders in agile organizations act as enablers who help teams develop through open communication, removing impediments, and strengthening collaboration. The 45.7% rating indicates

that leaders have succeeded in becoming enablers, but the 42.9% and 11.4% ratings suggest that further evaluation and reinforcement are needed, such as through servant leadership training.

Greenleaf (1977) in *Servant Leadership* introduces the concept of servant leadership, which emphasizes leaders who serve, empower, and support teams to reach their full potential. Leaders using this approach ensure that teams feel valued, supported, and empowered. The 45.7% "Very Good" rating indicates a positive sign that agile leadership is moving toward this approach. However, the 11.4% "Fair" rating highlights challenges in fully adopting this new leadership culture.

3. Empowered and Self-Organizing Teams

According to the theory of Mario E. Moreira (2017), *Empowered and Self-Organizing Teams* refers to teams in agile organizations that are given the authority to make decisions and organize their own work. They work collaboratively, take full responsibility for the outcomes of their work, and strive to continuously improve efficiency and effectiveness. Empowered teams have autonomy and feel accountable for the projects they work on.

Based on the research results on the third dimension of agile organizations, namely *Empowered and Self-Organizing Teams*, it was found that in terms of leaders focusing on and supporting individual growth within the team, the explanation given showed that 40% rated it as "Very Good," 52% rated it as "Good," and 8% rated it as "Fair," as illustrated in the following diagram.

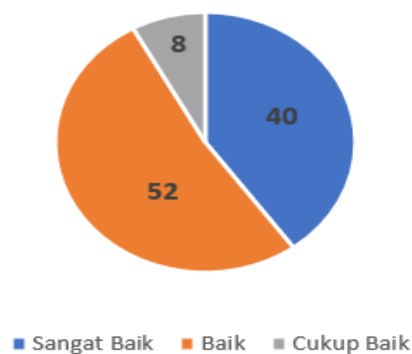


Figure 3 Empowered and Self-Organizing Teams

The results of interviews with informants regarding the indicator of leaders focusing on and supporting individual growth within the team revealed that through team discussions, work teams were given the authority to make decisions within certain limits appropriate to their level. The work teams were given the authority to lead meetings and make their own decisions, but still had to report the results to their immediate superiors. For instance, the Tetra team could make decisions based on discussions with all team members. Similarly, in waste management, work teams were empowered to handle waste management according to the districts under their responsibility.

In the context of *Empowered and Self-Organizing Teams*, according to Mario E. Moreira (2017), *Empowered and Self-Organizing Teams* are an important dimension of Agile Organizations. This dimension emphasizes teams that have the

freedom to organize themselves, take responsibility for their work, and collaborate to achieve organizational goals. Empowered teams have the ability to make quick decisions and innovate without relying on a rigid hierarchical structure.

The results of the questionnaire in this study showed that 40% rated it as "Very Good": Most respondents assessed that the teams had demonstrated high self-organizing ability and effective empowerment; 52% rated it as "Good": The majority of respondents felt that the teams were working effectively and collaboratively, but there was still room for improvement; 8% rated it as "Fair": A small percentage of respondents felt that the teams still required improvement in empowerment and self-organization.

Referring to several theories, including Mario E. Moreira (2017), it is stated that empowered teams have full authority and responsibility to plan, decide, and implement their work. The 40% "Very Good" rating reflects that some teams have achieved optimal levels of empowerment and self-organization. However, the 52% "Good" rating indicates that there is still a need for improvement in developing independence skills and increasing trust from leaders. Meanwhile, the 8% "Fair" rating suggests that a small portion of the teams may still depend on external instructions or face obstacles in working independently.

Further analysis by Jeff Sutherland (2014) in "Scrum: The Art of Doing Twice the Work in Half the Time": Effective Agile teams must be self-organizing, where team members collectively plan and complete work without direct guidance from leaders. The success of the 40% "Very Good" rating indicates good autonomy and coordination. However, the 52% "Good" rating shows that there is still room to improve transparency, collaboration, and decision-making skills. Based on Ken Schwaber and Mike Beedle (2002) in "Agile Software Development with Scrum," within the Agile framework, self-organizing teams are able to adapt their working methods to achieve team goals. This empowerment requires trust, effective communication, and supportive leadership. The 8% "Fair" rating may reflect barriers such as a lack of communication skills, limited autonomy, or an organizational structure that has not fully supported self-organization.

According to Richard Hackman (2002) in "Leading Teams: Setting the Stage for Great Performances," Hackman emphasizes that effective teams require three key factors: 1) Clear goals; 2) Empowered work structures; 3) A supportive environment. If 52% of respondents rate the teams as "Good," this suggests that clear goals are likely in place, but work structures or organizational support may need improvement to achieve optimal results. Furthermore, based on Stephen Denning's (2018) thoughts in "The Age of Agile," self-organizing teams must be able to quickly adapt to a changing environment. Strong empowerment ensures they can respond to changes and make quick decisions without bureaucratic obstacles. The 40% "Very Good" rating shows that some teams have achieved this level of flexibility, but the 52% "Good" rating suggests the need for continuous efforts to reinforce the Agile mindset.

4. Adaptable and Flexible Processes

In Mario E. Moreira's (2017) theory, Adaptable and Flexible Processes refer to agile organizations that utilize adaptive and flexible processes, allowing them to respond to changes quickly. Methodologies such as Scrum or Kanban help manage projects in an iterative and incremental manner, enabling quick adjustments based on the feedback received. This ensures that organizations can quickly adapt to market changes and customer needs.

Based on the research results for the fourth dimension of agile organizations, Adaptable and Flexible Processes, it was found that for the indicator "the organization uses adaptive and flexible processes to respond to changes," the results were as follows: 32% rated it as "Very Good," 52% rated it as "Good," and 16% rated it as "Fair," as shown in the diagram below:

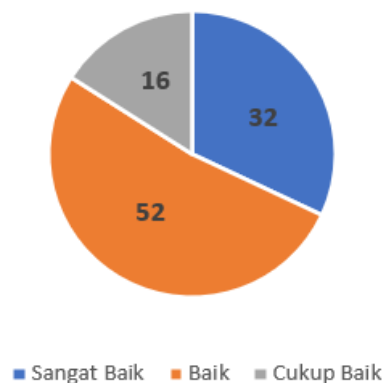


Figure 4 Adaptable and Flexible Processes

The interview results with informants indicate that, based on the indicator "the organization uses adaptive and flexible processes to respond to changes," it was explained that the team is able to respond to changes quickly; the organization is always striving to keep up with changes occurring in the current digital era; and services are now digital and web-based, making them adaptive and flexible.

Referring to several theories, including Mario E. Moreira's (2017) theory, the Adaptable and Flexible Processes dimension emphasizes the importance of processes that can adapt and remain flexible in responding to changes in the business environment, customer needs, and internal dynamics of the organization. This ability is a key factor in the success of agile organizations in facing continuously changing challenges. The questionnaire results show that 32% rated it as Very Good: some respondents feel that the organization has very adaptive and flexible processes to respond to changes; 52% rated it as Good: the majority of respondents feel that the processes applied by the organization are good but not yet fully optimal or consistent; and 16% rated it as Fair, meaning a small portion of respondents feel the organization still has limitations in implementing flexible processes.

According to Mario E. Moreira (2017), adaptive and flexible processes allow organizations to respond to changes quickly without sacrificing efficiency and quality. The 32% rating of Very Good indicates that some processes are already very flexible and ready to face changes. However, the 52% rating of Good suggests that

there are minor barriers or inconsistencies in implementation across the organization. Meanwhile, the 16% rating of Fair indicates the need for a deeper evaluation of areas that are still rigid or slow in responding to changes.

Another analysis refers to Jeff Sutherland's (2014) theory in "Scrum: The Art of Doing Twice the Work in Half the Time," which states that flexibility in processes is achieved through iterative and incremental approaches such as Scrum, where teams work in short cycles (sprints) and continuously evaluate their progress. The 32% Very Good rating suggests effective application of the iteration and feedback loop principles. However, the 52% Good and 16% Fair ratings indicate a need to strengthen the evaluation cycle to ensure all processes are adaptive.

Referring to Stephen Denning's (2018) theory in "The Age of Agile," organizations with adaptive processes are able to respond to customer and market changes quickly through a flexible mindset, unbound by rigid bureaucratic structures. The 52% Good rating reflects that most processes are sufficiently flexible, but may still be hindered by factors such as internal policies, resistance to change, or technological limitations. According to Jim Highsmith (2009) in "Agile Project Management: Creating Innovative Products," Highsmith emphasizes that adaptive processes focus on agility to respond to changes, rather than strictly following the initial plan. The 16% Fair rating suggests that there are segments of the organization still relying on traditional processes that are less flexible or slow to adjust to changes.

Further, Rigby, Sutherland, and Takeuchi (2016) in "Embracing Agile" (Harvard Business Review) state that adaptive processes require cross-functional collaboration and continuous feedback to adjust work approaches in response to changes. The 32% Very Good and 52% Good ratings indicate positive progress. However, the 16% Fair rating may reflect a lack of collaboration or delays in adopting flexible practices in certain areas of the organization.

5. Continuous Improvement

According to the theory of Mario E. Moreira (2017), Continuous Improvement is a core principle of agile. Agile organizations encourage teams to continuously learn from their experiences and implement ongoing improvements. Practices such as sprint retrospectives help teams identify areas that need improvement and implement the necessary changes.

Based on the research results on the fifth dimension of agile organizations, namely Continuous Improvement, it was found that in the indicator 'the organization uses adaptive and flexible processes to respond to change,' the results were as follows: 20% Very Good, 70% Good, and 10% Fairly Good, as shown in the following diagram.

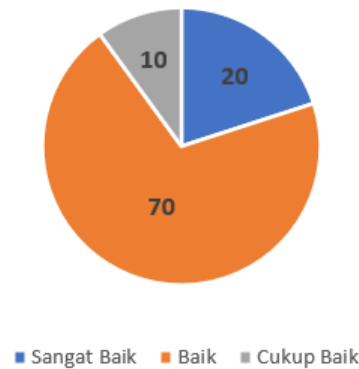


Figure 5 Continuous Improvement

The results of the interviews with informants regarding the indicator 'the organization encourages teams to continuously learn from their experiences' show that the organization strongly encourages teams to learn from both good and less-than-optimal experiences. Bappeda encourages teams to continuously learn from their experiences, including using performance data as a basis for future improvements. Additionally, the organization constantly encourages teams to learn from their experiences.

In Mario E. Moreira's (2017) theory, the Continuous Improvement dimension is a key element in Agile organizations. This concept emphasizes continuous efforts to evaluate, improve, and optimize processes, products, and organizational performance. Agile organizations focus on ongoing innovation and learning from experiences to respond effectively to changes. The survey results show that 20% rated the organization as "Very Good," meaning that a portion of respondents believes the organization already has an optimal continuous improvement process. 70% rated it as "Good," meaning the majority of respondents believe the organization conducts continuous improvement well, but it is not yet fully optimized. Meanwhile, 10% rated it as "Fairly Good," indicating that a small portion of respondents perceives limitations in the implementation of continuous improvement processes.

Referring to several theories, including Mario E. Moreira's (2017) theory, Continuous Improvement in Agile organizations is an iterative process that allows organizations to quickly react to changes and identify areas for improvement regularly. The 20% "Very Good" result indicates that some organizations have reached an optimal level of evaluation and improvement. However, the 70% "Good" suggests that while most improvement processes are underway, they may not be consistent or may still need adjustments. The 10% "Fairly Good" result suggests barriers such as resistance to change, resource limitations, or a lack of understanding of the importance of continuous improvement.

According to the Kaizen Philosophy (Imai, 1986), Kaizen is a principle of continuous improvement that focuses on small but consistent improvements across all aspects of work. The 70% "Good" result suggests that most organizations have applied the Kaizen philosophy, but further improvements are needed to achieve consistency and full team involvement. Additionally, the Deming Cycle (PDCA)

theory by W. Edwards Deming, where the Plan-Do-Check-Act (PDCA) process is an iterative approach used in continuous improvement, emphasizes that organizations must plan, implement, evaluate, and follow up on the improvements identified. With 20% "Very Good" and 70% "Good," most organizations have applied the PDCA cycle. However, the 10% "Fairly Good" indicates the need for improvements in the evaluation and follow-up stages.

Referring to Jeff Sutherland's (2014) theory in "Scrum: The Art of Doing Twice the Work in Half the Time": Scrum encourages continuous improvement through Sprint Retrospectives, where teams regularly evaluate their performance and seek ways to become more efficient. The 70% "Good" result suggests that retrospective practices or evaluations are working fairly well, but they need to be strengthened to be more systematic and thorough.

6. Transparency

In Mario E. Moreira's (2017) theory, transparency in communication and work processes is crucial in agile organizations. It creates an environment where information flows freely, allowing all team members to have a shared understanding of goals, progress, and challenges. Transparency enhances trust and collaboration among team members.

Based on the research results on the sixth dimension of agile organizations, Transparency, it was found that from the indicator 'the organization uses adaptive and flexible processes to respond to changes', the results were as follows: 26.7% rated it as "Very Good," 53.3% rated it as "Good," and 20% rated it as "Fairly Good," as shown in the diagram below:

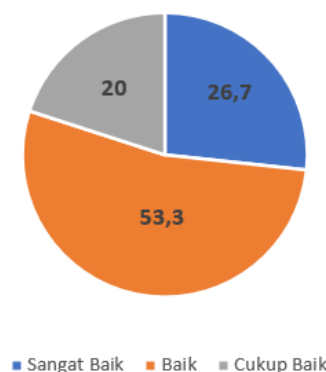


Figure 6 Transparency

The results from the interviews with informants revealed that from the indicator "information is received by all team members," it was explained that the information received is immediately shared with all team members involved in the activities. Before carrying out the activities, internal meetings are held for task distribution and to provide information on the purpose of the activities.

In Mario E. Moreira's (2017) theory, the dimension of Transparency emphasizes the importance of openness in communication, processes, and decision-making within an agile organization. Transparency fosters a better understanding among team members, strengthens collaboration, and enables continuous

improvement because all parties have a clear understanding of the organization's conditions. The questionnaire results show that 26.7% rated it as "Very Good," meaning a portion of respondents believe the organization has optimal transparency that functions well. 53.3% rated it as "Good," indicating that the majority of respondents believe transparency in the organization is adequate but still has room for improvement. 20% rated it as "Fairly Good," indicating that a small portion of respondents believe transparency in the organization is still limited or not fully implemented throughout the processes.

According to Mario E. Moreira (2017), transparency in agile organizations includes openness about work progress, challenges, and decision-making. Transparency allows team members and stakeholders to understand the current state of the organization. The 26.7% "Very Good" indicates that some organizations already have a strong culture of openness. However, the 53.3% "Good" shows that transparency is still uneven or hasn't reached optimal levels across all parts of the organization. The 20% "Fairly Good" indicates barriers to open communication and information sharing. From Jeff Sutherland's (2014) theory in *Scrum: The Art of Doing Twice the Work in Half the Time*, transparency is realized through practices like Daily Stand-Up Meetings and Sprint Reviews, where progress and challenges are openly shared. This allows the team to work in sync and support one another. The 53.3% "Good" indicates that mechanisms for transparency are in place but may not be consistently followed, while the 20% "Fairly Good" shows that the adoption of open practices is lacking in some areas. Patrick Lencioni (2002) in *The Five Dysfunctions of a Team* argues that transparency is foundational to building trust within a team. Without openness, teams are prone to conflict or working in silos. The 20% "Fairly Good" rating may indicate a lack of open communication, which could lead to miscommunication or a decline in trust among team members. According to Highsmith (2009) in *Agile Project Management*, transparency is crucial in agile to ensure that all stakeholders understand the progress and challenges of the project. Transparency helps avoid disagreements at the end of a project. The 20% "Fairly Good" rating shows that barriers remain, such as a lack of proactive communication or ineffective reporting systems.

E. CONCLUSION

The implementation of Agile principles at Bappeda Depok City has shown significant progress, particularly in leadership empowerment, team organization, and continuous improvement. However, there are still challenges in achieving consistency across departments, fostering greater transparency, enhancing customer-centric practices, and fully adopting adaptable processes. Strengthening these areas will be essential to optimize organizational agility and achieve sustainable improvements.

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