IMPLEMENTING AGILE ORGANIZATIONAL STRATEGIES TO ENHANCE PUBLIC SECTOR PERFORMANCE: A CASE STUDY OF DEPOK CITY, WEST JAVA

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Abstract

This study aims to analyze the implementation strategies of agile organization practices to enhance the performance of public sector institutions in Depok City, West Java Province. Employing a convergent parallel mixed methods approach, data were collected through questionnaires, interviews, focus group discussions, observations, and documentation. Quantitative data were analyzed using descriptive statistics, while qualitative insights were obtained through data reduction, data presentation, and conclusion drawing. The study further explored both internal and external strategies for implementing agile organization principles to improve organizational performance.The findings reveal that the application of agile organization has a positive impact on performance, with 31% of respondents rating the implementation as very good, 55% as good, and 14% as fair. Organizational performance related to agile adoption was perceived as very good by 33% of respondents, good by 46%, fair by 19%, and poor by 2%. The recommended implementation strategies include: (1) enhancing human resource capacity through continuous training on agile principles and risk management, (2) advancing digital transformation by adopting Electronic-Based Government Systems (SPBE), such as e-Planning and e-Budgeting, (3) applying participatory approaches by involving community stakeholders, (4) strengthening agile leadership through flexible and adaptive leadership practices, (5) improving internal and external collaboration through clear role distribution, and (6) maintaining an outcome-oriented focus by aligning key performance indicators with regional development goals. These findings provide practical guidance for local government organizations in adopting agile organizational strategies to improve overall performance and the quality of public service delivery.

Keywords: Agile Organization, Organizational Performance, Strategy, Depok City, Tetra Team.

INTRODUCTION

The dynamic changes in the global environment compel organizations, including local governments, to adapt rapidly. Depok City, as one of the main urban centers in West Java, faces significant challenges in delivering effective and efficient public services. According to data from Statistics Indonesia (BPS), the population of Depok City reached 2,145,400 in 2023, with an annual growth rate of 1.5% between 2020 and 2023. This population increase directly correlates with a rising demand for public services that are fast, transparent, and of high quality.

In 2023, the number of people living in poverty in Depok City was recorded at 61.95 thousand. Economically, the city experienced a Gross Regional Domestic Product (GRDP) growth of 5.05 percent, ranking 16th among cities in West Java in terms of economic growth. Additionally, Depok City ranked third in the Human Development Index (HDI) among cities in West Java in 2023, with a score of 82.53. This ranking reflects a relatively high quality of life in the city, indicating notable progress in education, healthcare, and economic sectors. In 2024, the HDI of Depok City further increased to 83.05, demonstrating a continued positive trend in human development.

One of the strategic initiatives undertaken by the Depok City Government is the establishment of the Tetra Team (Tim Tepat Terampil), coordinated by the Regional Development Planning Agency (Bappeda) and involving various local government units (OPD). The Tetra Team aims to apply the principles of agile organization in the planning and

implementation of regional strategic projects. This program is designed to accelerate decision-making processes, enhance cross-sectoral coordination, and foster innovation in public service delivery.

The implementation of this program still faces several challenges. An evaluation report by the Depok City Regional Development Planning Agency (Bappeda) in 2022 revealed that out of 50 priority projects managed by the Tetra Team, only 60% were completed on time. Furthermore, a 2023 survey conducted by the National Institute of Public Administration (LAN) indicated that public satisfaction with local government performance reached only 70%, with major criticisms directed at bureaucratic inefficiencies and outcomes that fell short of expectations. These challenges are primarily attributed to a limited understanding of agile organization principles at the operational level and resistance to shifting away from traditional work patterns.

In this context, the agile organization approach becomes highly relevant in addressing existing challenges. An agile organization offers flexibility, collaboration, and innovation as strategic solutions to overcome structural barriers and suboptimal performance. This article aims to analyze the implementation strategies of agile organizations in Depok City, with a particular focus on the role of the Tetra Team in enhancing public sector organizational performance. The analysis is grounded in the theoretical frameworks of Moreira (2017), Mahsun (2013), and Rangkuty (2009).

In addition to Moreira, Rigby et al. (2016) emphasize that agile organizations are characterized by a willingness to take risks, a strong adaptability to change, and a customer-focused orientation. Furthermore, Conboy (2009) identifies that the success of agile organizations relies heavily on the implementation of short iterations, intensive communication, and data-driven decision-making processes.

A study by McKinsey & Company (2021) also demonstrates that organizations adopting agile approaches can enhance productivity by 20–30% compared to traditional organizations. One of the key contributing factors is the reduction of silos between departments, which significantly improves cross-functional collaboration.

According to Denning (2018), an agile organization is not only relevant to the private sector but is also critically important for the public sector, which requires flexibility to respond to rapidly changing societal needs. Denning emphasizes that organizational culture transformation and leadership that actively support innovation are essential to the successful implementation of agile principles.

Research Methodology

This study employs a Convergent Parallel Mixed Methods approach. This methodological design integrates both quantitative and qualitative data collected concurrently to provide a more comprehensive and holistic understanding of the research problem.

The informants in this study include representatives from the Regional Development Planning Agency (Bappeda), along with members of the Tetra Team (Tim Tepat Terampil) from other regional government units, such as the Regional Secretariat, the Department of Environment and Sanitation (DLHK), the Department of Women Empowerment, Child Protection, Population Control, and Family Planning (DP3AP2KB), and the Department of Youth, Sports, Culture, and Tourism (Disporyata), as well as public service users.

Data sources were obtained from two categories: a) Primary data, collected through questionnaire distribution to respondents selected via stratified random sampling. In-depth interviews were conducted with informants selected using purposive sampling, alongside focus group discussions (FGDs); b) Secondary data, collected through the review of relevant

documents related to agile organization practices and the strategic initiatives implemented by regional agencies in Depok City.

Data were collected through questionnaires, interviews, focus group discussions (FGDs), observations, and document analysis related to the implementation of the Tetra Team at the research site. Quantitative data were analyzed using descriptive statistical methods, while qualitative data analysis followed the steps of data reduction, data display, verification, and conclusion drawing. The integration of both data types was conducted by comparing quantitative and qualitative findings to arrive at a more comprehensive and nuanced conclusion.

Result and Discussion

Analysis of Agile Organization Implementation in Depok City, West Java Province

The findings of this study indicate that the implementation of the agile organization approach in Depok City has accelerated decision-making processes and enhanced cross-sectoral collaboration. This approach has encouraged active engagement from all stakeholders and prioritized innovation in public service delivery.

Among the various concepts of agile organizations proposed by scholars, this study adopts the framework of Mario E. Moreira (2017) to assess the implementation of agile practices in Depok City, West Java Province. Moreira (2017) identifies six key elements essential to the successful implementation of the agile methodology. These elements are: 1) Customer-Centricity, 2) Leadership Empowerment, 3) Empowered and Self-Organizing Teams, 4) Adaptable and Flexible Processes, 5) Continuous Improvement, and 6) Transparency.

The findings on all indicators of Agile Organization implementation in Depok City reveal that 31% of respondents rated it as Very Good, 55% as Good, and 14% as Fair, as illustrated in the following pie chart:
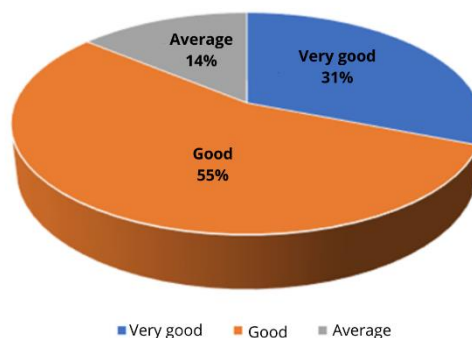

Figure 1. *Agile Organization*

The study conducted in Depok City reveals that the implementation of agile organization has accelerated decision-making processes and enhanced cross-sectoral collaboration. This approach has promoted active stakeholder engagement and prioritized innovation in public service delivery.

The survey results for all agile implementation indicators show that 31% of respondents rated the initiative as excellent, 55% rated it as good, and 14% rated it as average. These

results indicate that the majority of respondents consider agile organizations to have a positive impact in terms of collaboration, flexibility, and innovation in local government operations.

According to Rigby et al. (2016), the success of an agile organization is highly dependent on changes in work culture and a deep understanding of agile principles. This opinion is in line with research findings that show that the effective implementation of an agile organization can improve team effectiveness and operational process efficiency.

Moreira (2017) highlights the importance of supportive leadership (servant leadership) in fostering a work environment conducive to agile organizations. The findings from Depok City also reveal that the success of implementation is strongly influenced by the active support of agency leaders (OPD heads) and robust coordination within the Tetra Team.

A study by McKinsey & Company (2021) confirms that agile organizations can improve productivity by up to 30% when implemented effectively. Nevertheless, challenges observed in Depok City, such as resistance to change and a lack of understanding regarding agile principles, must be addressed as key priorities to enhance the success of future implementations.

Organizational Performance Analysis in Depok City, West Java Province

The organizational performance in Depok City, as examined in this study, was measured using the framework proposed by Mahsun (2013). According to this theory, the performance of local government institutions can be assessed through six types of indicators: 1) Input Indicators; 2) Process Indicators; 3) Output Indicators; 4) Outcome Indicators; 5) Benefit Indicators; and Impact Indicators.

The findings on the overall indicators of organizational performance, as measured using Mahsun's (2013) framework in Depok City, reveal that 33% of respondents rated performance as Very Good, 46% as Good, 19% as Fair, and 2% as Poor, as illustrated in the following pie chart:
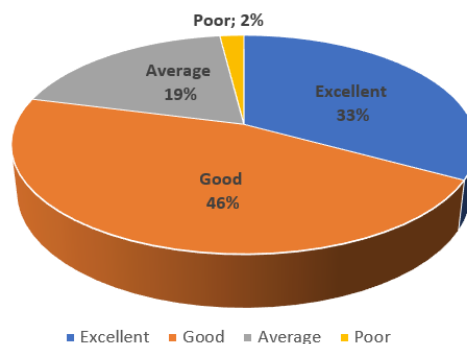
The results of this study indicate that the majority of respondents (79%) rated the performance of government organizations in Depok City as good to very good, while a smaller portion (21%) rated it as fair to poor. Mahsun (2013) defines performance as the measurable outcome of organizational work in terms of effectiveness, efficiency, and the ability to achieve goals. Based on this framework, the high percentage of responses in the "very good" and "good" categories suggests that local government agencies in Depok have performed their duties with a high level of effectiveness. This may be attributed in part to programs such as the Tetra Team, which has strengthened cross-sectoral collaboration. The 19% of respondents who rated performance as "fair" and the 2% who rated it as "poor" highlight existing areas for improvement, particularly in terms of efficiency and innovation in public service delivery. According to McKinsey & Company (2021), one of the greatest challenges in improving public sector performance is reducing bureaucratic obstacles and enhancing technology adoption to support greater operational effectiveness.

The findings are also aligned with Mahsun (2013), who emphasizes that factors such as strong leadership, effective human resource management, and the appropriate use of technology significantly contribute to organizational performance. In this context, the implementation of the agile organization model through the Tetra Team has the potential to improve underperforming areas by accelerating decision-making and enhancing the efficiency of resource allocation.

StrategicAnalysis of Agile Organization Implementation to Enhance Organizational Performance in Depok City, West Java Province

The strategy for implementing agile organization within regional government agencies in Depok City consists of several key steps aimed at improving organizational performance and enhancing the efficiency of public service delivery. This strategy reflects a bureaucratic reform initiative grounded in flexibility, adaptability, and collaboration. Theoretically, the researcher adopts the SWOT analysis approach as proposed by Rangkuty (2009). This analysis is based on a logical framework that seeks to maximize strengths and opportunities while simultaneously minimizing weaknesses and threats. SWOT is recognized as an innovative strategy formulation tool that integrates internal and external factors into planning. Within this framework, multiple stakeholders are involved, each bearing responsibility for the successful attainment and execution of the organization's objectives.

Internal and External Analysis

Rangkuti (1997, p. 31) states that "the SWOT analysis matrix is a tool used to organize an organization's strategic factors." This matrix clearly illustrates how external opportunities and threats can be aligned with internal strengths and weaknesses. The internal and external factors—represented in the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS)—are derived from the scoring results of questionnaires distributed to informants. These instruments assess perceptions of strengths, weaknesses, opportunities, and threats in relation to employee development within the organization.

Based on the description of the results and discussion of the application of agile organization in improving the performance of regional organizations in Depok City, West Java Province, several points of internal and external analysis can be formulated regarding the application of agile organization in improving performance, as follows:

Strenghts

Strengths refer to internal attributes or advantages possessed by an organization, individual, or project that provide a competitive edge or support the achievement of goals. These factors originate from within the organization and reflect positive aspects that can be leveraged to ensure success.

The findings of this study reveal the following internal strengths that support the implementation of an agile organization to enhance performance:
a. The existence of a clear legal framework as a foundation for implementation.
b. Strong commitment from leadership in executing agile practices.
c. The presence of competent and well-qualified human resources.
d. Effective collaboration and teamwork among personnel and across organizational units.
e. Improved employee welfare, supported by performance-based incentives.
f. Well-defined goals and targets assigned to the Tetra Team.
g. A culture of employee recognition, autonomy for professional growth, and meaningful involvement in achieving organizational objectives.

Weaknesess

In SWOT analysis, weaknesses refer to internal factors that may hinder the performance or achievement of goals within an organization, project, or individual. These are areas that

require improvement to enhance competitiveness and overall success. The findings of this study identified the following internal weaknesses in the implementation of agile organizations aimed at improving performance:

a. Limited budget and infrastructure, which constrain operational capacity.
b. Time constraints due to the high volume of concurrent tasks and responsibilities.
c. Insufficient human resources and the presence of employees who have not yet received relevant training.
d. Conflicting individual interests among team members, often leading to difficulties in reaching consensus.
e. In the case of the Department of Environment and Sanitation (DLHK), no clear weaknesses could be identified, as agile organization practices have not yet been implemented in this unit.

Opportunities

Opportunities refer to external factors that can be leveraged by an organization or individual to achieve goals and improve performance. Opportunities include situations, trends, or changes that offer the potential for growth, innovation, or competitive advantage.The findings of this study identified the following external opportunities that support the implementation of an agile organization to enhance organizational performance:

a. The potential to become a future-oriented institution capable of adapting to constant change.
b. Availability of high-quality human resources, with strong professional experience and strategic role placements that align with organizational needs—positions that were previously vacant have now been appropriately filled.
c. An increasing number of cross-functional and inter-agency projects, requiring enhanced collaboration between departments.
d. In the case of DLHK, opportunities are not yet clearly visible, as agile initiatives are still in their early stages in that unit.

Threats

Threats refer to external factors that may hinder or undermine the success of an organization, project, or individual. These threats typically arise from the external environment and are beyond the organization's control, thereby requiring strategic responses to mitigate potential negative impacts.The study identified the following external threats or challenges in the implementation of agile organizations to enhance organizational performance:

a. The need for adequate risk mitigation measures to prevent organizational disruption.
b. The challenge of optimizing human resources and infrastructure under time constraints.
c. The rapid evolution of technology and information systems, which are essential for all modern organizations.
d. The necessity of forming high-performing teams, where decision-making by the Tetra Team must be a result of collaboration and consensus.
e. For the Department of Environment and Sanitation (DLHK), potential threats could not yet be identified, as the agile initiative is only in its preparatory stage within this unit.

Based on the SWOT formulation—strengths, weaknesses, opportunities, and threats—outlined above, a set of strategic alternatives can be developed and organized into a SWOT matrix, as presented in the following table:

Table 1. SWOT Matrix

	STRENGTHS (S) 1. A clear vision and mission 2. The existence of a legal foundation 3. Leadership commitment 4. Human resources with strong competencies 5. Good collaboration among personnel and work units within the team 6. Improved employee welfare through increased performance-based incentives 7. Clear goals and targets assigned to the team 8. Freedom for employees to grow and involve themselves in achieving organizational goals	WEAKNESSES (W) 1. Limited budget 2. Limited facilities and infrastructure 3. Limited time due to the high volume of other tasks outside the team 4. Insufficient human resources in both quantity and quality, as only some have received relevant training 5. Persistent individual interests among team members in defending their own opinions
IFAS **EFAS**		
OPPORTUNITIES (O) 1. Becoming an institution that can adapt to change 2. Quality human resources with good work experience, 3. The process of filling positions according to competence 4. Increasing numbers of projects that require cross-field collaboration	SO STRATEGY 1. Creating programs according to community needs 2. Training to improve technology usage skills 3. Internal and external collaboration	WO STRATEGY 1. Adjustment of budget planning 2. Conflict management training 3. Training to improve competence/substantive 4. Formation of an effective and efficient team
THREATS (T) 1. Risk mitigation must be carried out against problems 2. Better use of human resources and infrastructure within time constraints 3. Developments in technology and information that must be addressed 4. The need for a super team 5. Selection of members based on proposals from team members	ST STRATEGY 1. Training and implementation of risk mitigation for problems 2. Conducting evaluations and innovations related to the development of agile organizations	WT STRATEGY 1. Conduct activity risk management 2. Prepare a clear activity work reference framework 3. Form a super team 4. Reorganize the work structure

Source: Processed by Researchers

The findings related to strategies for implementing agile organization to improve performance in government institutions in Depok City, as suggested by several informants, include:

1. Minimal structure, maximum results through collaborative, agile, and productive strategies
2. Effective allocation and utilization of human resources across work units, along with well-managed task distribution
3. The establishment of a clear framework of reference for each activity
4. The implementation of risk management systems for ongoing initiatives
5. Providing employees with opportunities to participate in training programs
6. Promoting open communication and collaboration through regular internal meetings
7. Forming a "super team" in which all members clearly understand the team's goals and outputs, and work collaboratively to achieve them

The strategy for implementing agile organization in Depok City involves several key steps designed to enhance performance and improve the efficiency of public service delivery. This strategy reflects a bureaucratic reform initiative rooted in flexibility, adaptability, and collaboration. When viewed in relation to various theoretical frameworks, the strategic measures can be detailed as follows:

1. Enhancing Human Resource Capacity
   Continuous training is provided to build competencies in agile principles and risk management. This aims to strengthen institutional readiness and individual responsiveness to organizational challenges.
2. Digital Transformation
   Digital transformation is carried out through the implementation of Electronic-Based Government Systems (SPBE), such as e-Planning and e-Budgeting. These systems facilitate faster, more transparent, and accountable data, planning, and budgeting management. The use of SPBE is expected to reduce bureaucratic barriers, accelerate decision-making, and enable data-driven planning.
3. Participatory Approach
   A participatory approach is implemented by involving the public through forums that encourage dialogue on policy and development issues with local communities and stakeholders. This approach seeks to enhance decision-making quality by directly integrating citizens' needs and feedback into the policy process.
4. Strengthening Agile Leadership
   Agile leadership is reinforced through the adoption of flexible and adaptive leadership principles. Leaders are encouraged to act as facilitators who proactively support team performance. The expected outcome is greater responsiveness to environmental changes and increased employee motivation to innovate.
5. Improving Internal and External Collaboration
   This strategy promotes cross-sector and internal collaboration by clearly defining roles and strengthening inter-unit communication. It aims to maximize synergy between Bappeda (as the coordinator) and other regional agencies for operational efficiency. Risk management training is also provided to ensure that each collaborating entity understands its responsibilities and can minimize potential risks.
6. Outcome-Oriented Focus
   The outcome-oriented approach aligns Key Performance Indicators (KPIs) with regional development goals. This ensures that every program and policy yields tangible impacts for the community. Such alignment is essential for enhancing the accountability and effectiveness of program implementation.

In general, it can be concluded that the implementation of agile organization in Depok City emphasizes adaptability, collaboration, and the utilization of technology to enhance organizational performance. By integrating digitalization strategies, public participation, and agile leadership, the regional government agencies in Depok are expected to accelerate the delivery of public services that are more efficient and responsive to community needs. This initiative reflects a strong commitment to bureaucratic reform and agile-based development management.

Conclusion

Based on the research findings and discussion regarding the strategy for implementing agile organization to improve performance in Depok City, the following conclusion can be drawn:

1. In general, the implementation of agile organization at Bappeda Depok emphasizes adaptability, collaboration, and the use of technology to enhance organizational performance. By integrating digitalization strategies, full participation from work teams, and agile leadership, Bappeda and its partner regional agencies have demonstrated the ability to accelerate the delivery of public services more efficiently and responsively. This approach reflects a clear commitment to bureaucratic reform and the advancement of agile-based development governance.

2. The following strategies can be implemented:
   a. Enhancing human resource capacity through continuous training related to agile principles and risk management.
   b. Digital transformation through the implementation of Electronic-Based Government Systems (SPBE), such as e-Planning and e-Budgeting.
   c. Participatory approach by actively involving the public in development processes.
   d. Strengthening agile leadership by adopting flexible and adaptive leadership principles.
   e. Improving internal and external collaboration by promoting cross-sectoral and intra-organizational cooperation through clearly defined roles and enhanced inter-unit communication. This is supported by risk management training for all collaborating stakeholders.
   f. Outcome-oriented focus, by aligning Key Performance Indicators (KPIs) with regional development goals to ensure measurable and impactful results.

Recommendations

Based on the research conducted, the researcher proposes the following suggestions and recommendations, which are expected to contribute to and serve as considerations for the strategy of implementing an agile organization to enhance performance in Depok City:

1. Provide a comprehensive understanding of agile organization principles to all team members, enabling them to respond to change quickly and effectively.
2. Reorganize work structures by establishing cross-functional teams (Super Teams) to manage specific planning projects. These teams should be granted autonomy to make operational decisions. The selection of adaptive leaders for these teams is essential—leaders who can coordinate using agile approaches and maintain a strong outcome orientation.
3. Implement an Iterative Work Cycle by applying short planning cycles (e.g., bi-weekly or monthly) to review, evaluate, and adjust priorities as needed.
4. Work Culture Transformation, which can be carried out through the following measures:

a. Encouraging collaboration – ensuring that all members of the organization have access to information and can collaborate seamlessly.

b. Training and development – organizing staff training on agile principles and practices to build a shared understanding and mindset.

c. Outcome over process focus – prioritizing the achievement of development targets and high-quality outputs rather than rigidly adhering to bureaucratic procedures.

5. Digitalization and Technology – the use of digital collaboration tools (software platforms) and data-driven decision making to support evidence-based policymaking and enhance the efficiency of strategic planning processes.

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