

Agile Organization Implementation Evaluation to Improve Effectiveness and Efficiency: The Case of Pol PP Unit at Muara Enim Regency

Tien Juniarty, Abdul Basyith* & Delvina Yulanda

Universitas Serelo Lahat

Corresponding Author: basyith_feump@yahoo.com*

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Abstract

The Civil Service Police Unit (Satpol PP) of Muara Enim Regency faces complex challenges, including limited resources, rigid bureaucracy, and increasing public demands for high-quality services. In response to these dynamics, Satpol PP has begun to implement Agile principles as a strategic approach to enhance work effectiveness and efficiency. This approach emphasizes cross-functional collaboration, task flexibility, digital technology utilization, and fast, adaptive decision-making. Initial results of Agile implementation show significant positive impacts, including an increase in community compliance from 64% to 91%, a reduction in violations from 867 cases in 2020 to 173 cases in 2024, and an 80% rise in personnel productivity. Moreover, public report responses have become faster, and budget utilization has become more efficient. However, the Agile approach still encounters several obstacles, including resistance to change, limited leadership support, and regulatory frameworks that are not yet fully adaptable to this new method. Therefore, a comprehensive evaluation of Agile implementation in the governmental context is crucial to ensure the sustainability and success of organizational transformation within Satpol PP Muara Enim Regency.

Keywords: Agile Organization, Evaluation, Effectiveness, Efficiency.

1. Introduction

The Muara Enim Regency Public Order Agency (Satpol PP), as the institution responsible for enforcing regional regulations, maintaining public order, and protecting the community, faces various challenges, including regulatory changes, increasing demands for public services, and the need to work more efficiently. Therefore, it is crucial to evaluate the Agile approach within the Satpol PP's organizational structure to ensure that Agile principles can be effectively applied in a governmental context. According to [Denning \(2018\)](#), an Agile Organization is an approach that enables organizations to work more collaboratively, flexibly, and results-oriented, contributing to increased work effectiveness and efficiency. Meanwhile, [Rigby et al. \(2016\)](#) emphasize that implementing Agile can increase productivity and accelerate decision-making in public organizations.

A complex bureaucracy and a lack of synergy between agencies have significantly increased the number of violations handled in the five years preceding the implementation of Agile. While

the number of personnel remained the same, at 418 in 2020, it decreased to 867 cases in 2021 and 730 cases in 2022. This requires a new, more effective, and efficient approach to task completion. A study by [McKinsey & Company \(2021\)](#) also shows that organizations that implement Agile experience a 20–30% increase in performance compared to conventional organizations. In a government context, implementing Agile can help reduce excessive bureaucracy, improve cross-departmental communication, and accelerate decision-making.

The hierarchical structure of the Muara Enim Regency Public Order Agency (Satpol PP) slows down the decision-making process due to the need to navigate multiple bureaucratic levels. This directly impacts delays in enforcement, as seen in the case of street vendors (PKL) operating in prohibited areas, where field officers cannot act immediately without first obtaining approval from various levels of leadership. Furthermore, a lack of coordination with relevant agencies, such as the Trade Office and the MSME Office, has led many street vendors to return to selling in prohibited locations after being removed, as there are no alternative solutions available. In response to these challenges, the Muara Enim Regency Satpol PP has adopted an Agile approach to its operations. One key change is the flexibility in assignments, where small teams are dynamically formed based on needs, rather than just work areas. For example, in street vendor control, teams now consist of personnel from various fields, including public order, administration, and regional law enforcement, as well as a negotiation team that communicates directly with vendors. Collaboration between agencies has also been enhanced through the formation of teams, which enable rapid coordination through digital communication groups and more flexible joint operations. Furthermore, the use of technology has been optimized through an app-based digital system for real-time violation reporting, monitoring by city CCTV cameras, and GPS trackers on patrols. The public can now report violations via SMS, the website, or the mobile app, thereby speeding up the response of the Public Order Agency (Satpol PP) to reports.

Continuous evaluation and improvement have also become a key part of Agile. Previously conducted annually, evaluations are now performed on a weekly or monthly basis to identify challenges more quickly. Data from the monitoring system is used to analyze violation patterns and adjust enforcement strategies. After implementing Agile, the number of violations handled decreased drastically, from 336 cases in 2023 to 173 cases in 2024 (what percentage decrease), even though the number of personnel remained the same. With a more flexible, collaborative, and technology-based approach, the implementation of Agile at the Muara Enim Regency Public Order Agency (Satpol PP) has proven to increase the effectiveness and efficiency of law enforcement. Based on performance data after implementing Agile, several significant changes were observed, as well as a direct interview with Head of Regional Regulation Enforcement at the Muara Enim Regency Satpol PP.

Level of Public Compliance. The implementation of Agile by the Muara Enim Regency Satpol PP has had a significant impact on the level of public compliance with local regulations. Through digital monitoring, more responsive patrols, and a faster evaluation system, the Satpol PP can improve law enforcement, expedite the resolution of violations, and enhance interaction with the public. Data on the level of public compliance is calculated based on the number of warnings or actions issued by the Muara Enim Regency Satpol PP. Data shows that the public complied with regulations more effectively after Agile. The compliance rate was calculated by comparing the expected and actual numbers, then multiplying the result by 100%. The calculation began by subtracting 758 from 2,100, resulting in 1,342. This number was then divided by 2,100, resulting in approximately 0.638. This result was then multiplied by 100 to

obtain a percentage, which was approximately 63.9%, and was rounded up to 64%. The implementation of Agile by the Muara Enim Regency Public Order Agency (Satpol PP) began to have a positive impact in the following years, with compliance rates increasing significantly. In 2023, following the implementation of Agile, the number of warnings decreased to 336, and the compliance rate increased to 84%. In 2024, with further improvements in the evaluation system and faster responses, the public compliance rate reached 91%.

Reduction in the Number of Violations. Agile helps the Public Order Agency (Satpol PP) handle violations quickly and effectively, increasing public awareness of the legal consequences and encouraging compliance with regulations. The use of technology and cross-agency collaboration also contributed to the reduction in the number of violations. The significant decrease in the number of violations demonstrates the effectiveness of the Agile system in increasing public compliance.

Speed of Response to Problems. With Agile, responses are faster because public reports previously had to go through several bureaucratic processes before being received. However, the digital system speeds up report processing. The implementation of a real-time monitoring system and rapid coordination through digital communication groups allows the Satpol PP to respond to reports more quickly than before.

More Optimal Budget Utilization. The use of Agile helps the Satpol PP reduce operational costs by leveraging digital technology, which in turn reduces paperwork and the need for administrative staff. Furthermore, the GPS and data-based monitoring improve patrol effectiveness, reducing operational costs. Annual budget for Satpol PP operations in Muara Enim Regency. The budget was Rp 16.21 billion prior to Agile's implementation in 2020. The budget for 2021 was Rp 13.90 billion, slightly lower than the 2020 budget. The operational budget decreased further in 2022 to Rp 12.44 billion. In 2023, after the implementation of Agile methods, the budget decreased drastically to Rp 8.33 billion. Furthermore, in 2024, the operational budget decreased again to Rp 5.40 billion.

Increased Personnel Productivity. Personnel productivity is measured by comparing the number of tasks completed before and after the implementation of Agile. If the number of tasks completed increases with the same number of personnel, work efficiency has increased. Therefore, after Agile, Satpol PP personnel productivity increased by 80%.

Utilization of Technology in Operations. Technology is utilized to enhance work efficiency in various aspects, including violation monitoring, team communication, and data processing. The Muara Enim Regency Public Order Agency (Satpol PP) has implemented multiple technologies, including digital applications for real-time public reporting, CCTV, GPS for patrol monitoring, and digital communications for faster coordination among agencies. The data demonstrates differences in the use of technology in operations. This illustrates the changes in how public reports are processed before and after the implementation of the technology. The time required to complete a public report was 12 hours before the technology was used. However, the time needed to complete the report dropped to 4 hours after the technology was used. This represents a 66.67% increase in efficiency, indicating a reduction in the time required to complete public reports. This increase in efficiency demonstrates that technology can optimize processes, reduce time, and improve report completion.

Obstacles Still Faced. Although Agile offers many benefits, several obstacles remain in its implementation, such as: 1. Organizational Readiness for Change; Some personnel still struggle

to adapt to more flexible work methods, for example, the Use of new technology. If the Public Order Agency (Satpol PP) begins implementing a mobile application for reporting and monitoring activities, some personnel unfamiliar with technology may struggle to operate the application. They may be more comfortable with the manual methods they have been using. 2. Leadership Support; Leaders help provide an understanding to all Satpol PP members about the benefits and working methods of Agile. If leaders only provide formal support without a thorough understanding of Agile concepts and practices, their support may be largely symbolic. This can leave the team confused when implementing Agile. 3. Rigid Regulations; Complex governance, such as that of the Satpol PP, remains an obstacle to the full implementation of Agile principles. When enforcing regional regulations, Satpol PP must follow established procedures, including issuing warning letters, conducting field verification, and obtaining decisions from higher officials. Formal enforcement procedures are time-consuming and difficult to resolve quickly due to their inflexibility. Interviews with the Head of the Regional Regulation Division of the Muara Enim Regency Public Order Agency (Satpol PP) indicate that Agile evaluation is crucial to ensure that the Satpol PP's Agile implementation improves operational efficiency and productivity, as well as maintaining sustainability and success in achieving the goal of better public services in Muara Enim Regency. In this increasingly advanced era, many organizations strive to improve their efficiency and effectiveness through various methods, one of which is Agile. This method, known initially among software developers, is now being applied in multiple fields, including government and public management. Research on Agile implementation reveals that, while numerous benefits can be gained, challenges also need to be addressed.

One interesting study is the one conducted by [Tahir et al. \(2020\)](#), which examined the implementation of Agile in government organizations. They found that increased work flexibility through Agile had a positive impact on the efficiency of public services. Another study by [Serrador & Pinto \(2015\)](#) examined the relationship between Agile and project effectiveness, showing that organizations that adopt Agile are able to complete projects with a higher success rate. However, not all studies show positive results. Research by Putri et al. (2024) emphasized that full support from organizational leadership is crucial for Agile success. Without such support, Agile initiatives can be hampered and fail to deliver the desired results.

On the other hand, some research suggests that implementing Agile does not always lead to increased effectiveness. A study by [Kettunen & Laanti \(2019\)](#) found that in some cases, implementing Agile can actually cause confusion and uncertainty among teams, ultimately reducing project productivity and effectiveness. This suggests that while Agile has significant potential, its success depends heavily on the context and implementation method. A study by [Turk, France, & Rumpe \(2002\)](#) identified limitations in various Agile processes, highlighting that although Agile is known for its flexibility and rapid iteration, its application to certain types of projects can present significant problems, especially in projects with high complexity or strong inter-component dependencies. This study revealed that a mismatch between project characteristics and Agile methods can lead to reduced efficiency and effectiveness in project management.

2. Literature Review

Agile in Government Organizations. Agile methodologies in government organizations are increasingly relevant, accelerating the decision-making process and enhancing responsiveness to public needs. [McKinsey & Company \(2021\)](#) revealed that organizations adopting an Agile

approach can expedite response times to policy changes and improve the quality of public services by leveraging flexibility and the active involvement of all team members. In the government context, this enables organizations to adapt more quickly to social dynamics and frequent policy changes. However, Agile in the public sector is not without challenges. One key challenge is organizational resilience in the face of change. According to [Putri et al. \(2024\)](#), leadership support is crucial for ensuring the successful implementation of Agile. Without full leadership support, these initiatives can be hampered, despite the clear benefits of implementing Agile. Furthermore, existing bureaucracy in government often conflicts with Agile principles, which prioritize speed and flexibility in decision-making.

Effectiveness and Efficiency in Organizations. Efficiency and effectiveness are two important, interrelated concepts. Effectiveness is a measure of how well an organization achieves its stated objectives, while efficiency is a measure of how effectively an organization utilizes its resources to achieve those objectives. [Drucker \(2007\)](#) states that an effective organization must be able to achieve goals efficiently, namely by reducing waste and maximizing resource utilization. It is hoped that the Muara Enim Regency Public Order Agency (Satpol PP) will be able to improve both effectiveness and efficiency through its Agile approach. With an iterative approach centered on flexibility, collaboration, and the use of technology in monitoring, evaluation, and continuous improvement, it has the potential to increase the organization's "effectiveness" in handling violations and meeting community needs more responsively and adaptively. With Agile, the Satpol PP can handle violations more quickly and accurately, expedite the decision-making process, and improve the quality of their work. The Muara Enim Regency Public Order Agency (Satpol PP) Agile is expected to bring significant improvements in both aspects. Agile, with its iterative approach and focus on collaboration, flexibility, and continuous improvement, has the potential to increase the organization's effectiveness in handling violations and meeting community needs more responsively and adaptively. With Agile, the Public Order Agency (Satpol PP) can respond to violations more quickly and accurately, expedite the decision-making process, and improve the quality of their work. According to [Siagian \(2008\)](#), efficiency is the ability to complete work using minimal resources to produce maximum output. By working as a team, the Satpol PP can continuously evaluate and improve existing processes, thereby reducing waste and increasing productivity. Agile enables more precise and flexible resource allocation and continuous adjustment, allowing the Satpol PP to work more effectively with limited resources. Overall, Agile at the Muara Enim Regency Satpol PP aims not only to increase effectiveness in achieving organizational goals but also to create efficiency in every operational process. This allows the organization to be more responsive and ensure optimal resource utilization, ultimately providing better services to the public.

Evaluating Agile in Government Organizations. Evaluating Agile methods in government organizations, particularly at the Muara Enim Regency Satpol PP, is a crucial step to ensure that Agile principles and processes are implemented effectively and deliver the expected benefits. This evaluation process can be conducted through several key indicators covering several essential aspects. One of these is leadership involvement, as the success of Agile is highly dependent on collaboration between various stakeholders. Therefore, it is crucial to evaluate the extent to which this collaboration improves efficiency in decision-making and policy implementation, making it more responsive to community needs. Furthermore, flexibility in decision-making is also a crucial factor in the evaluation process. Agile methods prioritize an organization's ability to adapt and respond effectively to change. Evaluations should examine the extent to which the Muara Enim Regency Public Order Agency (Satpol PP) can effectively

respond to evolving policies and dynamic social conditions, and quickly adjust its approach to address existing problems. Furthermore, process speed and efficiency are also important indicators. Agile aims to accelerate problem-solving and decision-making sustainably. Therefore, evaluations need to assess how quickly the Satpol PP addresses emerging tasks and issues, and whether it can do so efficiently. Agile also relies heavily on technology to monitor and evaluate progress. Therefore, it is crucial to assess the extent to which technology is used by the Satpol PP to support this process, including the use of practical monitoring tools that need improvement. Continuous improvement is also a key principle of Agile, meaning that each iteration must be evaluated and improved based on the results of previous iterations. This evaluation requires ensuring that the Satpol PP can assess and refine its work processes after each iteration. However, implementing Agile in government also faces significant challenges, such as organizational resistance to change and bureaucratic barriers that hinder speed and flexibility in decision-making. Therefore, an evaluation of Agile implementation needs to examine how these challenges are addressed, including the extent to which organizational leadership provides the necessary support for successful Agile implementation. Overall, an evaluation of Agile implementation at the Muara Enim Regency Public Order Agency (Satpol PP) should assess the extent to which Agile principles, such as collaboration, flexibility, technology utilization, and continuous improvement, are implemented and have a positive impact on government processes and public services. This comprehensive and systematic evaluation will help identify areas for improvement and enhance the long-term effectiveness of Agile implementation.

Previous research has shown that the implementation of Agile methods not only enhances effectiveness and efficiency but also presents challenges that must be addressed, both in the public and private sectors. Several studies have revealed that Agile implementation can have a positive impact. Some studies supporting Agile implementation include [Highsmith \(2002\)](#), [Boehm & Turner \(2004\)](#), [Wendler \(2012\)](#), [Hoda et al. \(2013\)](#), [Cohen et al., \(2014\)](#), [Serrador and Pinto \(2015\)](#), [Conforto et al. \(2016\)](#), [Serrador & Krauß \(2015\)](#), [Rigby, Sutherland, & Takeuchi \(2016\)](#), [Sutherland & Schwaber \(2017\)](#), [Galeazzi et al., \(2018\)](#), [Kettunen and Laanti \(2019\)](#), [Tahir et al. \(2020\)](#).

[Highsmith \(2002\)](#) examined Agile implementation in the private sector and found that Agile is highly effective in improving productivity and quality, particularly in technology and software companies. [Boehm & Turner \(2004\)](#) concluded that despite significant benefits, companies often face barriers in integrating Agile with existing management systems. Further, [Boehm & Turner \(2004\)](#) examined the implementation of Agile in several government sectors and found that while Agile can improve project management, its implementation requires adjustments to regulations and bureaucratic procedures.

[Wendler \(2012\)](#) analyzed the implementation of Agile in government agencies in Germany and found that the main obstacles were complex bureaucracy and a lack of training for teams involved in Agile projects. [Hoda et al. \(2013\)](#) research conducted in the public sector reveals that although Agile enhances team collaboration, public sector organizations encounter cultural and structural barriers to its full adoption. [Cohen et al., \(2014\)](#) researching the implementation of Agile in the public sector in Europe revealed that while Agile enhances responsiveness to change, it also presents challenges in managing complex stakeholder expectations. [Serrador & Krauß \(2015\)](#) conducted research in Brazil on the use of Agile in the public sector and found that while Agile helps improve speed and transparency, challenges in managing bureaucracy remain. [Serrador and Pinto \(2015\)](#) examined the relationship between Agile implementation

and project effectiveness in various organizations. This research demonstrates that organizations adopting an Agile approach can complete projects with a higher success rate compared to those using a conventional approach. Agile enables teams to adapt more quickly to changing needs and accelerate project completion.

[Conforto et al. \(2016\)](#) conducted a study on the impact of Agile implementation on project management in the private sector, showing that companies implementing Agile consistently experience improvements in quality, on-time delivery, and customer satisfaction. [Rigby, Sutherland, & Takeuchi \(2016\)](#) identifies how global companies like Google, Microsoft, and Spotify are using Agile approaches to improve team efficiency and accelerate innovation. [Sutherland & Schwaber \(2017\)](#) applied Agile principles to government projects in the United States, showing that Agile allows greater flexibility in responding to citizen requests, but can be risky when implemented without a complete understanding of existing processes. [Galeazzi et al., \(2018\)](#) focusing on the Italian public sector, they demonstrated that implementing Agile in government projects can enhance efficiency, but it requires a substantial cultural shift in project management.

[Kettunen & Laanti \(2019\)](#) revealed that implementing Agile in the public sector sometimes creates confusion among teams, and that the implementation of this method is less effective if it is not supported by adequate training or organizational readiness to adapt. [Tahir et al. \(2020\)](#) researched the implementation of Agile in government organizations. This research demonstrates that implementing Agile can enhance work flexibility and reduce bureaucracy, ultimately increasing efficiency in public service delivery. They also found that better collaboration between agencies can reduce overlapping work and improve responsiveness to change.

3. Research Method

This research is quantitative, aiming to examine the effect of implementing the Agile method on organizational effectiveness and efficiency within the Muara Enim Regency Public Order Agency (Satpol PP). A quantitative approach was chosen because it allows for the collection of numerical data that can be analyzed statistically to test hypotheses objectively. This approach enables the precise and systematic measurement of the influence of independent variables on the dependent variable.

The independent variable analyzed in this study is Agile Method Implementation: This variable encompasses the application of Agile principles within the Muara Enim Regency Satpol PP, namely flexibility in assignments, inter-agency collaboration, the use of technology in monitoring, and continuous evaluation and improvement. Dependent Variables are (1) Organizational Effectiveness: Effectiveness is measured by indicators such as the level of public compliance with regulations, a decrease in the number of violations, and the speed of the Satpol PP's response to problems or incidents. (2) Organizational Efficiency: Efficiency is measured by indicators such as optimal budget utilization, personnel productivity, and the level of technology utilization in operations and decision-making. Moderating Variables are (1) Organizational Readiness for Change: This variable measures the extent to which the Muara Enim Regency Satpol PP is ready to adapt to the implementation of Agile methods. (2) Leadership Support: Measures the extent to which Satpol PP leadership supports the implementation of Agile methods through policies and encouragement. (3) Rigid Regulations: Identifies the extent to which bureaucratic regulations within the government hinder the implementation of Agile methods within the Satpol PP. These three variables were tested as

moderating variables because they have the potential to strengthen or weaken the influence of Agile implementation on organizational effectiveness and efficiency.

The population studied in this study consisted of all 418 members of the Muara Enim Regency Satpol PP. However, not all members have a direct role in implementing Agile methods. Therefore, this study employed a purposive sampling technique, selecting samples based on specific criteria, namely the level of direct involvement and understanding of Agile implementation. The study included 100 respondents. This number was deemed sufficient for analysis using SmartPLS, as per the minimum sample size formula, which recommends 10 times the most significant number of indicators in the most complex construct ([Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014](#)). The sampling method used in this study was non-probability sampling with a purposive sampling technique. Purposive sampling is a sampling technique in which researchers intentionally select respondents based on specific criteria aligned with the research objectives. This technique is used because not all members of the population have direct experience or involvement in the context being studied, necessitating screening based on knowledge and relevance to the topic.

The main instrument in this study is a questionnaire designed to measure the variables described. This questionnaire will contain questions covering several aspects related to Agile implementation in the Public Order Agency (Satpol PP), such as flexibility in assignments, inter-agency collaboration, technology use, continuous evaluation and improvement, community compliance, reduction in the number of violations, speed of response to problems, optimal budget utilization, personnel productivity, and utilization of technology in operations. Data processing from the questionnaire instrument will be analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

4. Findings and Discussions

Descriptive statistics are used to provide an overview of the data obtained from respondents, including minimum, maximum, average, and standard deviation values.

Table 1. Descriptive Statistics

Variables	Respondent (N)	Minimum	Maximum	Mean	Standard Deviation
Agile Implementation (X)	100	2.60	5.00	4.15	0.56
Effectiveness (Y1)	100	2.80	5.00	4.05	0.60
Efficiency (Y2)	100	2.70	5.00	4.12	0.58
Organizational Culture (Z) (Mediation)	100	2.50	5.00	4.18	0.59
Organizational Readiness (Z1) (Moderation)	100	2.40	5.00	4.10	0.62
Leader Support (Z2) (Moderation)	100	2.70	5.00	4.20	0.57
Rigid Regulation (Z3) (Moderation)	100	2.30	5.00	3.85	0.61

After conducting an outer loading test to assess convergent validity based on each indicator, the next step is to evaluate the Average Variance Extracted (AVE) value for each construct. AVE is a measure of how much of the indicator's variance can be explained by its respective construct. According to [Hair et al. \(2017\)](#), a good AVE value is above 0.50, indicating that the construct

can adequately explain more than half of the variance in its indicators. A high AVE value indicates that the indicators used have a fairly strong relationship to the construct they represent.

Table 2. *Average Variance Extracted (AVE)*

Variables	<i>Average Variance Extracted (AVE)</i>
Agile Implementation	0,640
Effectiveness	0,605
Efficiency	0,679
Organizational Cuture	0,600

Discriminant validity is tested by comparing the square root of AVE (diagonal value) with the correlation between constructs (off-diagonal value). If the diagonal value is higher, then discriminant validity is met.

Table 3. Fornell-larcker criterion

	X	Y1	Y2	Z
X	0.800			
Y1	0.617	0.778		
Y2	0.646	0.689	0.824	
Z	0.607	0.559	0.633	0.775

In addition, the HTMT value was also used to test discriminant validity. A good HTMT value is <0.90, with the results showing all HTMT values <0.90, so this research instrument can be declared discriminantly valid as follows:

Table 4. Heterotrait-Monotrait Ratio

	X	Y1	Y2	Z
X				
Y1	0.646			
Y2	0.669	0.736		
Z	0.623	0.584	0.661	

Reliability is measured using Cronbach's Alpha and Composite Reliability. The recommended value is >0.70, indicating that all variables have Cronbach's Alpha and Composite Reliability values above the following thresholds.

Table 5. Reliability

Variables	Cronbach's alpha	Composite reliability
Agile Implementation	0.963	0.966
Effectiveness	0.918	0.932
Efficiency	0.941	0.95
Organizational Cuture	0.952	0.957

R-Square (R^2) shows the ability of exogenous constructs to explain endogenous variables.

Table 6. R-Square

Variables	R-square
Organizational Culture	0.368
Effectivity	0.435
Efficiency	0.509

Based on the analysis above, the R-squared value for the organizational culture variable is 0.368, indicating that the magnitude of the influence of the Agile Organization Implementation variable on organizational culture is 36.8%, which falls within the medium category. The R-squared value for the organizational effectiveness variable is 0.435, indicating that the magnitude of the influence of the Agile Organization Implementation and organizational culture variables on organizational effectiveness is 43.5%, which falls within the medium category. The R-squared value for the organizational efficiency variable is 0.509, indicating that the magnitude of the influence of the Agile Organization Implementation and organizational culture variables on organizational efficiency is 50.9%, which falls within the medium category. These results indicate that the Agile Organization Implementation variable, directly or through organizational culture, is quite capable of explaining the organizational effectiveness and efficiency variables.

Table 7. Effect Size

	Y1	Y2	Z
X	0.216	0.222	0.583
Z	0.095	0.186	

The results of the analysis above indicate that:

1. The f^2 value of $X \rightarrow Y1$ is 0.216, indicating that the implementation of an Agile Organization has a moderate impact on Organizational Effectiveness.
2. The f^2 value of $X \rightarrow Y2$ is 0.222, indicating that the implementation of an Agile Organization has a moderate impact on Organizational Efficiency.
3. The f^2 value of $X \rightarrow Z$ is 0.583, indicating that the implementation of an Agile Organization has a significant impact on Organizational Culture.
4. The f^2 value of $Z \rightarrow Y1$ is 0.095, indicating that Organizational Culture has a weak impact on Organizational Effectiveness.
5. The f^2 value of $Z \rightarrow Y2$ is 0.186, indicating that Organizational Culture has a moderate impact on Organizational Efficiency.

This interpretation shows that the greatest contribution of Agile Organization Implementation is to Organizational Culture, which then has a moderate impact on Organizational Efficiency.

Table 8. Direct Effect

	Original (O)	sample	Tstatistics (O/STDEV)	P values
X -> Y1	0.44		3.544	0
X -> Y2	0.416		4.805	0
X -> Z	0.607		7.142	0
Z -> Y1	0.292		2.094	0.036

Z -> Y2	0.38	3.866	0
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Table 9. Indirect Effect

	Original (O)	sample	Tstatistics (O/STDEV)	P values
X -> Z -> Y1	0.177		1.981	0.048
X -> Z -> Y2	0.231		3.515	0

Table 10. Moderating to Effectivity

Moderation	Coefficient	t-stats	p-value	Interpretation
X × Z1 → Y1 (Readiness)	0.212	2.104	0.036	Significant Moderation
X × Z2 → Y1 (Leader Support)	0.087	1.543	0.124	Not Significant
X × Z3 → Y1 (Rigid Regulation)	-0.194	2.32	0.021	Negative Moderation

Table 11. Moderation to Efficiency

Moderation	Coefficient	t-stats	p-value	Interpretation
X × Z1 → Y1 (Readiness)	0.183	2.013	0.045	Significant Moderation
X × Z2 → Y1 (Leader Support)	0.092	1.418	0.157	Not Significant
X × Z3 → Y1 (Rigid Regulation)	-0.206	2.087	0.038	Negative Moderation

The main findings are as follows: (1) Agile in Operations: Agile is evident through increased cross-sector coordination, task flexibility, and the use of communication technology for rapid response to community dynamics. (2) Implementation Barriers: The main obstacles stem from limited human resources who understand Agile, a bureaucratic organizational structure, and regulations that do not yet support cross-functional work. (3) Leadership Support: Support from leadership, particularly the Head of the Public Order Agency (Satpol PP), is considered a key factor in accelerating the process of organizational change to become more adaptive and collaborative. (4) Effectiveness and Efficiency: Informants reported increased effectiveness and efficiency, particularly in handling public complaints and implementing cross-sector tasks, although this effect is not yet fully distributed.

The integration of quantitative and qualitative findings suggests that implementing an Agile Organization at the Muara Enim Regency's Satpol PP has a significant impact on organizational effectiveness and efficiency. Quantitatively, the SmartPLS analysis results indicate that Agile Organization has a direct and indirect influence on organizational performance through Organizational Culture, which is supported by the results of a significant mediation test. Qualitatively, interviews revealed the importance of flexibility, cross-unit collaboration, and leadership support in supporting Agile transformation. These two approaches complement each other, supporting the validity of the research results through triangulation.

The Influence of Agile on Organizational Effectiveness and Efficiency. The test results show that:

Path X → Y1 (Agile to Effectiveness) is significant (t = 3.544; p = 0.000)

Path X → Y2 (Agile to Efficiency) is significant (t = 4.805; p = 0.000)

These findings support the theories of [Rigby et al. \(2016\)](#) and [Highsmith \(2009\)](#), which suggest

that an Agile approach, emphasizing rapid iteration, flexibility, and collaboration, has a positive impact on improving organizational performance, including in the public sector.

The Role of Organizational Culture as a Mediating Variable. Organizational culture acts as a mediator in:

$X \rightarrow Z \rightarrow Y1$ ($t = 1.981$; $p = 0.048$)

$X \rightarrow Z \rightarrow Y2$ ($t = 3.515$; $p = 0.000$)

This means that Agile is more effective in improving organizational performance when supported by a culture that is adaptive, collaborative, and open to change. Moderation Test: Organizational Readiness, Leadership Support, and Rigid Regulations. Organizational Readiness (Z1) strengthens the influence of Agile on effectiveness and efficiency ($t > 2.0$; $p < 0.05$). Leadership Support (Z2) is not a significant moderator. Rigid Regulations (Z3) are shown to weaken the relationship (negative moderation). These results reinforce the view that public sector organizations must minimize regulatory barriers and increase internal readiness for optimal Agile implementation ([Denning, 2018](#)).

Based on the results of the quantitative analysis and qualitative interviews, it can be concluded that: 1. The implementation of an Agile Organization has a significant impact on organizational effectiveness and efficiency. The direct influence path indicates that the higher the implementation of Agile principles (flexibility, collaboration, and rapid response), the higher the level of effectiveness and efficiency within the organization. This is supported by significant coefficient values on the paths $X \rightarrow Y1$ and $X \rightarrow Y2$, as well as a medium effect size. 2. Organizational Culture proved to be a significant mediating variable. The results of the mediation test indicate that the influence of Agile on organizational performance will be stronger if supported by a work culture that is adaptive, collaborative, and open to change. This emphasizes the importance of cultural transformation in supporting Agile-based structural and operational changes. 3. Organizational Readiness strengthens the relationship between Agile and organizational performance. As a moderating variable, organizational readiness (Z1) significantly strengthens the relationship between Agile and effectiveness and efficiency. This means that Agile implementation will be more optimal if the organization is ready in terms of human resources, structure, and mindset. 4. Rigid regulations are a barrier to Agile implementation. Bureaucratic and procedural regulations have been statistically proven to weaken Agile's influence on effectiveness and efficiency. 5. Leadership support was not statistically proven as a moderator, but it is essential in practice. Although not statistically significant, in-depth interviews indicate that leadership plays a crucial role in driving cultural change and accelerating Agile implementation in public organizations. 6. Quantitative and qualitative approaches reinforce each other. Quantitative data provide statistical evidence of the influence of research variables, while in-depth interviews offer a broader context and deeper understanding of the challenges, processes, and real-world experiences of implementing Agile at the Muara Enim Regency Public Order Agency (Satpol PP).

5. Conclusion

Based on the results of the quantitative analysis and qualitative interviews, it can be concluded that: 1. The implementation of an Agile Organization has a significant impact on organizational effectiveness and efficiency. The direct influence path indicates that the higher the implementation of Agile principles (flexibility, collaboration, and rapid response), the higher

the level of effectiveness and efficiency within the organization. This is supported by significant coefficient values on the paths $X \rightarrow Y1$ and $X \rightarrow Y2$, as well as a medium effect size. 2. Organizational Culture proved to be a significant mediating variable. The results of the mediation test indicate that the influence of Agile on organizational performance will be stronger if supported by a work culture that is adaptive, collaborative, and open to change. This emphasizes the importance of cultural transformation in supporting Agile-based structural and operational changes. 3. Organizational Readiness strengthens the relationship between Agile and organizational performance. As a moderating variable, organizational readiness (Z1) significantly strengthens the relationship between Agile and effectiveness and efficiency. This means that Agile implementation will be more optimal if the organization is ready in terms of human resources, structure, and mindset. 4. Rigid regulations are a barrier to Agile implementation. Bureaucratic and procedural regulations have been statistically proven to weaken Agile's influence on effectiveness and efficiency. 5. Leadership support was not statistically proven as a moderator, but it is essential in practice. Although not statistically significant, in-depth interviews indicate that leadership plays a crucial role in driving cultural change and accelerating Agile implementation in public organizations. 6. Quantitative and qualitative approaches reinforce each other. Quantitative data provide statistical evidence of the influence of research variables, while in-depth interviews offer a broader context and deeper understanding of the challenges, processes, and real-world experiences of implementing Agile at the Muara Enim Regency Public Order Agency (Satpol PP).

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