Agile governance post job transformation to improve work culture in Denpasar City

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Abstract: Position Simplification or Position Transformation in government bureaucracy is a bureaucracy that is dynamic, agile and flexible, and responsive to change, and will be able to become a catalyst for development in a disruptive era. The performing and professional State Civil Apparatus (ASN) is also the main element in the field of Human Resources (HR) in realizing the achievement of national development goals. This research aims to determine the application of Agile Governance after job transformation to improve work culture in the Denpasar City Government and to determine the supporting and inhibiting factors of Agile Governance after job transformation to improve work culture in the Denpasar City Government. This research uses a qualitative descriptive approach using observation, interview, and documentation data collection techniques. The research conclusions show that the Denpasar City Government has implemented job transformation. Governance, business processes, aspects of community participation and involvement, encouragement of rapid success, rapid and systematic change, rapid increase in results, self-motivated work culture, and moral work culture are indicators that support the Denpasar City Regional Secretariat in realizing Agile Governance. Insufficient infrastructure, human resource capabilities in using ICT, and unstable internet connections are obstacles to realizing Agile governance. Post-job transformation to improve work culture in the Denpasar City Government.

1. Introduction

In Indonesia, development still depends on foreign investors and investment, so if foreign investment is disrupted, it will certainly have an impact on national development (Brahmantyo & Marjdoeki, 2020). The existence of VUCA in the era of disruption requires both the Central and Regional Governments to adapt to the changes that are currently occurring. In addition to VUCA, the impact of the Covid-19 Pandemic has taught us a lot about bureaucratic governance (Taufik & Warsono, 2020).

Bureaucracy in Indonesia will also adjust to existing developments. Following the direction of the priority program of the President of the Republic of Indonesia, namely a bureaucracy that is not complicated and fast (Putra & Jeflin, 2025). There is a reduction in layers by cutting structural positions in the government. A dynamic, agile, and flexible bureaucracy that is also responsive to change will be

able to become a catalyst for development in the disruptive era. In addition, the State Civil Apparatus (ASN), who perform and is professional, is also the main element in the field of Human Resources (HR) in realizing the achievement of national development goals (Brahmantyo & Marjdoeki, 2020). During a dynamic environment, the government plays an important role in responding, managing, and making decisions following changing conditions in the country (Dinata et al., 2022; Putra et al., 2024). A quick and appropriate response must be given by an organization, because the longer the organization acts, the more it will experience challenges and other environmental changes (Lusch et al., 2010).

The Job Transformation that has been carried out by the government is expected to accelerate the bureaucracy so that it can improve a good work culture for every State Civil Apparatus (ASN), so in this era of disruption, Agile Governance is very necessary and is a must in facing the existential crisis for a country. Not only the central government, local governments are required to implement agile government governance (Moleong, 2014). The bureaucratic simplification policy, in the form of simplifying the position structure to only two levels, answers the issues currently ongoing in the bureaucratic structure (Setiawan et al., 2022). This policy provides opportunities for implementers who have contributions and expertise and are professionals to support the achievement of the Vision of Advanced Indonesia (Retnowati & Nugraheny, 2021).

The agile concept aims to improve the organization's ability to utilize information and communication technology. Agile governance is applied in an organizational environment and functions to encourage the implementation of agile organizational governance with the aim that, in an organization, the performance and productivity processes can increase (Luna et al., 2014). Agile Governance is the ability of an organization to respond to spontaneous or unexpected changes in the midst of fulfilling the demands and needs of society, which are changing rapidly at all times (Supriyadi et al., 2024)

Currently, the Denpasar City Government has implemented the Job Transformation policy by Permenpan RB Number 17 of 2021 concerning Administrative Equivalence into Functional Positions. Echelon IV positions have been transferred to Certain Functional Positions. Even in the Denpasar City One-Stop Integrated Investment Service, Echelons 3 and 4 no longer exist and have become functional positions. This policy is by the central policy, but in its implementation, there are still several obstacles (Windayana & Pemayun, 2023).

Following the direction of Permenpan RB Number 7 of 2022 concerning the Work System in Government Agencies for Bureaucratic Simplification, each Regional Government is required to have derivative policies to form regulations on the Work System. The Denpasar City Government is currently still drafting the Mayor's Regulation on the Work System. Permenpan RB Number 7 of 2022 is expected to provide acceleration and agility in the implementation of Bureaucracy in the regions and be able to improve the Work Culture of every ASN in the region (Purwanto, 2019).

The Denpasar City Government, especially in the Denpasar City Regional Secretariat, has implemented the equalization of administrator positions to functional positions, but in its implementation, certain Functional Positions that have been transferred/promoted, and retired cannot be replaced by other positions at the same level. When you want to replace a functional position, you must go through a competency test mechanism. This has caused several functional positions to be vacant and not filled quickly, thus affecting the work system in the organization.

Bureaucratic agility must also be implemented immediately to overcome this, and the ASN work culture becomes better, even though there is a vacancy in the leadership (functional officials). This problem is caused by several things, namely (1) The Denpasar City Government does not yet have regulations related to the Work System; (2) The current mechanism for appointment to Functional Positions must

go through a competency test and takes a long time; (3) ASN in the Denpasar City Government has not been able to implement Work Culture optimally. Thus, this research is interesting to examine in the concept of bureaucratic agility or agile governance. This study aims to determine the implementation of Agile Governance after job transformation to improve work culture in the Denpasar City Government, and provide an overview and benefits to understand the concept of agility in implementing the current government or bureaucracy.

2. Literature Review

Agile Governance

Agile Governance is a governance paradigm that emerged as a response to the dynamics of an increasingly complex and rapidly changing organizational environment (Dinata, 2023; Luthfi et al., 2023). This concept emphasizes the importance of an organization's ability to adapt quickly and sustainably to changes occurring in the external and internal environment. Accoriding to (Luna et al., 2015), agile governance is defined as the ability of an organization to coordinate agile capabilities with governance capabilities to deliver business value faster, better, and cheaper. This approach combines agile principles from software development into the context of organizational governance, allowing for greater flexibility and responsiveness in decision-making and policy implementation.

In developing his theory, (Luna et al., 2015), identified six basic principles of Agile Governance, namely: (1) good enough governance, which emphasizes the adjustment of the level of governance to the organizational context; (2) business-driven, where decisions are based on business needs; (3) human-focused, which values the role of humans in the governance process; (4) based on quick wins, which encourages the achievement of fast results as motivation; (5) systematic and adaptive approach, which emphasizes a systematic and adaptive approach to change; and (6) simple design and continuous refinement, which focuses on simple design and continuous improvement. These principles provide a framework for organizations to implement Agile Governance effectively.

The implementation of Agile Governance has shown positive impacts in various organizational contexts. For example, research by (Danar et al., 2024) shows that the implementation of Agile Governance in the Indonesian public sector can increase productivity and reduce structural resistance to change. This study highlights the importance of environmental factors, agile capabilities, and governance capabilities in supporting the success of Agile Governance implementation. However, challenges such as resistance to change and limitations in organizational capabilities remain obstacles that need to be overcome.

Overall, Agile Governance offers an adaptive and responsive approach to addressing organizational challenges in an era of uncertainty. By integrating agile principles into organizational governance, Agile Governance enables organizations to improve performance, innovation, and competitiveness (Prasodjo, 2025). However, the success of its implementation is highly dependent on the organization's commitment to cultural transformation, capability development, and adaptation to environmental changes. Therefore, further research is needed to understand the factors that influence the success of Agile Governance and how this approach can be adapted to various organizational contexts.

3. Research Methods

This study in collecting data uses a qualitative descriptive research design, namely, research that describes the actual situation at the time the research was conducted. Qualitative research is a research method that views reality as something holistic, complex, dynamic, full of meaning, and with an inductive

mindset (Sugiyono, 2019). Descriptive qualitative research is research that describes the situation and conditions of existing facts and presents facts that occur in the field to draw conclusions (Agus Sholahuddin, 2021). Data collection in the form of a description of the research object was obtained from interviews and reports. Data points and data analysis obtained in the field are then described in detail in the research report. The subject of the study was the Denpasar City Regional Secretariat Office.

Data collection is the process of collecting data based on research needs. To achieve good research results, valid and reliable data are needed so that the data analysis carried out reflects the research objectives that have been set. Data collection is carried out based on the capabilities and research methods used. In this study, using observation techniques, interviews, documentation studies, and literature studies (Sahir, 2022).

Field observation and survey to closely observe related to ASN who have undergone job transformation and the implementation of agile governance to improve work culture. The purpose of this interview is to define the problem more openly by asking the interviewee for their views and ideas. Documentation in this study is used to obtain data on matters related to the description of Agile Governance, Job Transformation, and Work Culture for the State Civil Apparatus. Literature study is a way of collecting data by conducting a review of books, literature, notes, and reports that are related to solving problems in this study. In this study, theories are taken from books and literature related to solving the problems studied, so that facts in the field can be compared with theories that provide benchmarks for events that should occur in reality.

The data examination technique used in this study was carried out utilizing diligent observation to obtain the accuracy of relevant data, so it is necessary to increase the diligence in conducting observations at the research location. The use of the data triangulation method was carried out to re-examine the data collection method, as well as comparing the information obtained through interviews and observations, and the suitability of the observation results when conducting research in the field (Subanda & Wismayanti, 2020).

The selection of this technique is because this study uses more than one data collection method, so that the data obtained from one method can be compared. The audit trail aims to be able to form a qualitative research that is dependable, so a combination of confirmability is needed, which is carried out with an audit trail, which is carried out by the supervisor. This study uses a qualitative descriptive data analysis method, which aims to describe what happens in the field and seeks to describe the data. The data analysis stage carried out is presented in Figure 1.
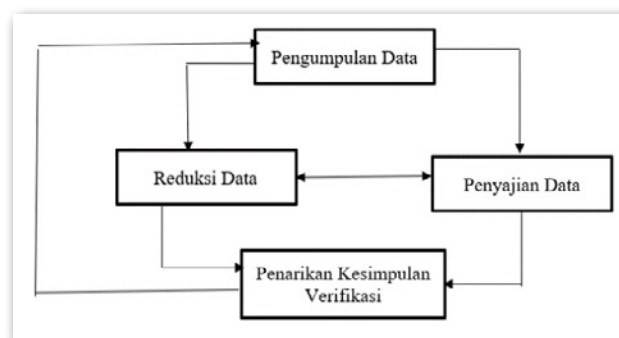

Figure 1. Data analysis techniques

Based on Figure 1 shows that the qualitative descriptive analysis model consists of the data collection stage. At this stage, data collection related to the research as a whole is carried out. The data

obtained are secondary data and primary data, data obtained during observations, interview results with informants, and other supporting data. The data reduction stage is a selection process that focuses on simplifying, abstracting, and transforming raw data that appears and synthesizing different data from written field notes. This is very useful and helps researchers get an accurate picture of observation results.

Data presentation stage, in presenting data, researchers can present it through graphs, tables, pictograms, and others. The purpose of presenting the data is so that the data is grouped and arranged in a relationship pattern, so that it can make it easier to understand the information from the data. In the conclusion-drawing stage, conclusions can be in the form of brief statements and can be easily understood, which lead to the research objectives. Conclusions can also be in the form of causal or interactive relationships, or data theories or hypotheses.

4. Results and Discussion

The results of the study show that the Denpasar City Government is committed to implementing and following up on the transformation of positions from the Ministry of PAN and RB to create a more progressive bureaucracy. This is indicated by the simplification of the position structure from structural to functional positions. The reduction in positions is in the form of reducing structural positions in administrative positions.

The work process that has been running so far is considered too long and not agile enough. In addition, positions at the lower level are considered too many, causing lengthy bureaucracy. As a result, there is a delay in the implementation of strategic plans that have been set. The implementation of future policies will be easier to coordinate if there is a reduction in bureaucracy, especially the reduction of structural positions.

From the Recommendation of the Ministry of Home Affairs and the Directive of the Ministry of Empowerment of State Apparatus and Bureaucratic Reform, the Job Transformation that has been implemented by the Denpasar City Government is 387 positions out of 388 recommendations. The number of recommendations from the Ministry of Home Affairs is 388 positions by the recommendations from the Ministry of Administrative and Bureaucratic Reform. The Denpasar City Government has followed up on the simplification of 387 per the Letter of the Governor of Bali Number B.43.061.1/18658/KLB/B.ORG Dated July 7, 2021, Regarding Recommendations for Simplification of the Organizational Structure of Regional Apparatus within the Denpasar City Government. The Performance Achievement in Compliance of the Regional Government in implementing the recommendations of the Minister of Home Affairs regarding the policy of bureaucratic simplification (simplification of organizational structure and equalization of positions) is 99.74%. This is also inseparable from the existence of job transformation within the Denpasar City Regional Secretariat. (Organization Section, BKPSDM Denpasar City 2022).

The implementation of job transformation at the lower structural levels within the Regional Secretariat of Denpasar City has contributed significantly to the acceleration of strategic governmental activities. Under the principle of good enough governance, the Denpasar City Regional Secretariat acts as a policy coordinator, fostering collaboration across regional apparatuses. The human resources available are adequately equipped with technological proficiency, enabling effective coordination and support for agile governance. Following this, the business-driven aspect is reflected in how the business processes are aligned with the existing performance tree, ensuring that employee capability development is tailored to organizational goals. This alignment enhances strategic execution and ensures that operational tasks are directly tied to the government's vision and mission.

From a human-centred perspective, the human-focused principle is realized through the inclusive participation of all employees in the transformation process. The Regional Secretariat actively facilitates training and development opportunities to improve employee competence. Post job transformation, the institution encourages collaborative efforts and shared responsibility among staff members, strengthening organizational adaptability. In support of quick results, the principle of based on quick wins is demonstrated by the digital transformation of services through the use of information and communication technology (ICT). The Secretariat has successfully acted on 387 of 388 position simplification recommendations, showcasing commitment to bureaucratic efficiency and agile governance.

he principles of a systematic and adaptive approach and simple design with continuous refinement are also embedded in Denpasar City's agile governance transformation. Systematic innovations such as e-personnel, G-Sinjab, and e-letter systems have led to faster, more effective public service delivery. This adaptive approach has not only modernized service provision but also fostered a more responsive organizational culture. Furthermore, continuous refinement is ensured by aligning innovations with existing legal frameworks and updating services in line with regulatory changes. These dynamic efforts have enabled the government to maintain agility and effectiveness in a rapidly changing administrative landscape. Based on the research results matrix, overall, it can be said that the indicators in the research used by the researcher have been met.

Implementation of agile governance principles

The implementation of agile governance in the Denpasar City Secretariat after the job transformation reflects a responsive and adaptive public administration system. The principle of Good Enough Governance is demonstrated by the Secretariat's ability to adjust effectively to ongoing structural and service-related changes. Supported by capable human resources, the organization has succeeded in utilizing technology to support service transformation and coordination. These adjustments show the Secretariat's readiness to adopt modern governance models that emphasize efficiency and relevance. The overall transformation aligns with the city's aim to improve its public service delivery system through optimized administrative functions**.**

The Business-Driven principle is also central to the Denpasar City Secretariat's approach in promoting flexible yet targeted governance. Organizational strategies are oriented toward enhancing public service delivery while maintaining responsiveness to community needs. This principle emphasizes the development of a service mindset among civil servants through training programs in digital transformation and information technology. By reshaping communication patterns and work environments, the Secretariat aims to increase the relevance, quality, and public acceptance of its programs. This effort reflects a shift in organizational culture where service delivery is not only efficient but also aligned with the expectations of the community as stakeholders.

Another fundamental principle in agile governance is Human Focused, which emphasizes active community involvement in governance processes. In this context, the Denpasar City Secretariat has provided the public with access to policy-related systems such as JDIH and correspondence platforms, while also conducting regular consultation forums. This participatory model empowers communities and strengthens public trust by expanding access and allowing citizen input. According to Luna et al. (2015) and Safroni (2012), such participation fosters a greater sense of ownership and supports community empowerment. Additionally, the Secretariat's use of technology allows for flexible, around-the-clock services that enhance responsiveness both for internal coordination and external public services**.**

Agile governance at the Denpasar City Secretariat is further reinforced through the application of the principles of Quick Wins, Systematic and Adaptive Approach, and Simple Design and Continuous Refinement. The Secretariat has embraced digital transformation to deliver fast yet high-quality services, a shift that has earned favourable public feedback, including a 4.1 rating in a Google user survey. It has institutionalized systematic frameworks such as SIMAKDIHATI and G-Sinjab to ensure structured workflows and data-driven personnel management. Adaptability is reflected in how the organization continuously integrates technology into daily operations, enhancing the agility of its workforce. Finally, by maintaining sustainability in innovation and aligning systems with updated legal frameworks, the Secretariat adheres to the principle of continuous refinement, ensuring services remain relevant and future-proof.

In this case, the efforts of the Denpasar City Secretariat continue to develop the digital services created. In addition, employee capabilities in the use of technology continue to be developed with training, especially in the use of technology and utilisation according to developments and needs. The following is presented in matrix of discussion of research results concluded by researchers about the relevance of existing theories as follows:

Table 1. Discussion Matrix

No	Discussion of Research Results	Relevance of Theory / Research
1	**Good Enough Governance**: digital transformation in service carried out by the Denpasar City Regional Secretariat can run well. can be seen from the aspect capabilities and context organization	Safroni (2012) stated that in realizing a service-oriented bureaucracy public one of the criteria that needs to be met is focus on achieving the vision, mission, goals and objectives which is result-oriented according to the input used.
2	**Business driven**:Denpasar City Regional Secretariat in carry out transformation digital after the equalization of positions is very support business processes that There is.	The agile method according to Cooke (2012) is carried out by realizing business value sustainably, give confidence to all employees to realize the business process and improve communication between the work environment and team members. who is responsible for managing the organization's programs for improve relevance, usefulness, quality & public/ consumer acceptance.
3	**Human focused**: The Job Transformation carried out by the Denpasar City Regional Secretariat accelerates the implementation of government processes in the form of services and strategic activities in accelerating the implementation of government programs. The existence of adequate human resources from training and education and training can support the process of achieving performance targets.	• Bureaucracy that implements the agile governance paradigm, community participation in governance need to be involved as much as possible (Padmaningrum, 2021) • Resources That *adaptive* And *capable* For integrate in bureaucratic decision making become an unavoidable thing in management agile and innovative public bureaucratic work (Purwanto, 2019).

No	Discussion of Research Results	Relevance of Theory / Research
4	**Based on Quick Wins**: Denpasar City Regional Secretariat in provide services to public gets response positive seen from the survey *google rating* reach the number 4.1 out of a scale of 5. The average value of the Denpasar City SKM in 2024 is 91.90, which means very good. And the Denpasar City RB Index Increased in 2024 to 85.83 with category A- making bureaucratic reform good.	Bureaucratic performance management will focus more on innovative process with spaces for realizing evidence-based policy that is not only limited from traditional data, but also data sources others so that the information becomes more factual and dynamic (Purwanto, 2019)
5	**Systematic and adaptive approach**: The transformation of positions in the Denpasar City Regional Secretariat environment is adjusted because of changes that are flexible to needs. The change is in accordance with the Direction of the Ministry of Administrative and Bureaucratic Reform, Ministry of Home Affairs Where positions must be simplified so that business processes can be simplified and services become fast and optimal.	Agile approach (*agile approach*) in the organization will encourage adaptive planning, continuous development and improvement, as well as fast and flexible response to needs customers (Denning, 2016). • According to Dhir and Sushil (2018) how to create agile and innovative bureaucracy in facing rapid environmental change is with formulate value propositions with agile method, namely changing the way bureaucracy works old style to the way of working
6	**Simple design and continuous refinement**: The Job Transformation carried out at the Denpasar City Regional Secretariat continues to strive to increase innovation and change the mindset of work culture by implementing a collaborative work system in each regional apparatus.	When the bureaucracy decides to implement agile governance and bureaucratic performance management will be better Focused on innovative processes and cultural change Bureaucratic work becomes more collaborative and responsive (Purwanto, 2019).

Based on the research result discussion matrix in table 1 above, the research results that have been described by the researcher in 6 (six) discussion indicators have relevance (Kurniawan et al., 2021). Furthermore, the inclusion of a self-motivated work culture and the moral integrity of ASN (State Civil Apparatus) adds significant value and depth to the research.

This is reflected in the implementation of the Sewakadarma work culture, which consists of five core values: Sudharma, which refers to officials who are devoted to God Almighty, possess noble character, perceive work as a duty, and dedicate their labor as an offering to God and fellow beings; Sudira, which describes employees who demonstrate dedication, loyalty, enthusiasm, and strong work ethics; Susatya, referring to individuals who uphold principles such as law obedience, discipline, honesty, accountability, and teamwork according to established regulations and quality standards; Subrata, which emphasizes self-control and the ability to manage behavior across planning, organizing, implementing, supervising, and evaluating work tasks; and Susila, which characterizes apparatus who are active, creative, and innovative in fulfilling their governmental functions, including regulation, development, empowerment, and public service. Together, these values enhance the internalization of agile governance and support a transformative, ethical, and performance-oriented bureaucratic culture.

Moral Work Culture

Based on the Circular of the Minister of PANRB Number 20 of 2021 concerning the Implementation of Core Values and Employer Branding for ASN, the work culture is expected to reflect the value of "MORAL." The first value is Service Oriented, which emphasizes understanding and meeting community needs in a friendly, agile, solution-oriented, and reliable manner, while continuously improving service quality. The second value, Accountable, encourages ASN to carry out their duties honestly, responsibly, carefully, and with high discipline and integrity, including the responsible and efficient use of state assets and property without abusing authority. The third value is Competent, where ASN are expected to continuously improve their competencies to meet ever-changing challenges, assist others in learning, and perform their duties with the best possible quality. These three values lay a strong foundation for creating professional and trustworthy public services.

Furthermore, the value of Harmonious emphasizes the importance of respecting everyone, regardless of background, being helpful, and building a conducive work environment. Loyalty is also a key value, where ASN are expected to uphold the ideology of Pancasila and the 1945 Constitution, remain loyal to the Republic of Indonesia and its legitimate government, and maintain the good name of fellow ASN, leaders, agencies, and the state, while protecting official and state secrets. Adaptive behavior is equally critical, requiring ASN to quickly adapt to changes, continuously innovate, develop creativity, and act proactively. These values foster a resilient, inclusive, and dynamic work culture necessary to support the public sector's performance.

Finally, the value of collaboration is essential in enhancing the synergy among various stakeholders. ASN is encouraged to give opportunities for various parties to contribute and remain open to collaboration that produces added value. Mobilizing the use of diverse resources towards common goals strengthens the effectiveness and efficiency of government programs. Through strong collaboration, ASN can optimize public services and create broader positive impacts. Together, these seven core values form a holistic framework that guides the behavior and performance of ASN to serve the nation with excellence and integrity.

Supporting Factors and Inhibiting Factors

The implementation of agile governance relies heavily on several supporting factors that create a conducive environment for flexibility and responsiveness. A key factor is an organizational culture that supports innovation, continuous learning, and openness to change, making it easier for new approaches to be adopted. Adaptive leadership also plays a critical role, emphasizing coaching and team empowerment over rigid control and hierarchy. Effective collaboration and open communication across teams ensure that everyone is aligned with the same vision and can contribute meaningfully to governance efforts. Additionally, supportive technology, such as agile project management tools like Jira or Trello, can significantly facilitate the transition toward agile governance by streamlining workflows and enhancing transparency.

Education and training are also essential to successfully embedding agile principles within an organization. By providing structured learning opportunities, organizations equip their teams with the necessary understanding and skills to apply agile practices effectively. Moreover, top management commitment is crucial for driving cultural change, ensuring that resources are allocated adequately, and demonstrating the importance of agile governance throughout the organization. Another important factor is having a flexible organizational structure that minimizes bureaucratic hurdles and allows for

faster decision-making and adaptation. These supporting factors collectively create a solid foundation for agile governance, enabling organizations to respond swiftly to changes and deliver better outcomes.

On the other hand, several inhibiting factors can obstruct the successful implementation of agile governance. A rigid organizational culture that resists change and clings to traditional procedures poses a major obstacle to agile practices. Authoritarian leadership styles that emphasize strict control over empowerment can stifle the creativity and flexibility needed in an agile environment. Furthermore, if top management lacks commitment or understanding regarding agile governance, initiatives are likely to falter due to insufficient support and direction. Limited resources, whether in time, budget, or trained personnel, further exacerbate the challenges in adopting agile methods effectively.

Technological complexity can also act as a barrier if the systems in place are not supportive of agile methodologies or are too complicated to adapt. An overly hierarchical organizational structure with multiple layers of decision-making can slow down responsiveness, which is contrary to the principles of agility. Resistance to change among employees or teams accustomed to traditional ways of working can further delay or derail agile initiatives. Finally, the lack of collaboration across departments can lead to silos, reducing the effectiveness of agile governance, which heavily depends on cross-functional teamwork. Recognizing and addressing these inhibiting factors is crucial for organizations aiming to foster a truly agile governance framework.

5.   Conclusion

Agile governance emerges as a crucial approach in facing the dynamics of an increasingly uncertain and rapidly changing environment. Its successful implementation depends heavily on supportive factors such as an innovative organizational culture, adaptive leadership, strong collaboration, technological support, and full commitment from top management. However, challenges such as rigid culture, authoritarian leadership, and limited resources must be properly addressed to achieve the desired transformation. By integrating agile principles into governance, organizations can increase their responsiveness, adaptability, and performance, ultimately driving better public service delivery and achieving national development goals.

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