

Tingkat Penerapan Organization Agility dalam Menghadapi Restrukturisasi di Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi = The Level of Organizational Agility Implementation in Facing Restructuring at the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek)

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Abstrak

Restrukturisasi menjadi upaya penyederhanaan birokrasi di Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi (Kemendikbudristek). Tahapan perubahan yang meliputi penyederhanaan struktur, penyetaraan jabatan, dan pengaturan sistem kerja organisasi bertujuan menciptakan organisasi publik yang agile. Namun, penerapan organisasi yang agile tidak mudah karena menghadapi tantangan, seperti keterikatan pada undang-undang, ketakutan pegawai terhadap perubahan, kompleksitas birokrasi, dan pergantian kepemimpinan. Penelitian ini bertujuan menganalisis tingkat penerapan organization agility dalam restrukturisasi di Kemendikbudristek dari perspektif pegawai Kemendikbudristek pusat. Penelitian dilakukan dengan pendekatan kuantitatif dan tujuan deskriptif melalui survei, wawancara mendalam, dan studi kepustakaan. Teori agility yang digunakan adalah teori Worley & Lawler (2010), yang mencakup empat dimensi yaitu robust strategy, adaptable design, leadership & identity, dan value creating capabilities. Hasil penelitian menunjukkan bahwa tingkat penerapan organization agility berada pada kategori tinggi. Namun, dimensi adaptable design dan value creating capabilities memperoleh penilaian terendah, mengindikasikan masih adanya kendala yang dirasakan pegawai. Oleh karena itu, penelitian ini memberikan saran kepada Kemendikbudristek untuk meningkatkan penerapan organization agility guna mendukung restrukturisasi di masa mendatang.

.....Restructuring serves as an effort to streamline bureaucracy within the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek). The phases of change, including structural simplification, job equalization, and organizational work system adjustments, aim to create an agile public organization. However, implementing an agile organization is challenging due to constraints such as adherence to laws and regulations, employees' fear of change, bureaucratic complexity, and leadership transitions. This study aims to analyze the level of organization agility implementation during the restructuring process at Kemendikbudristek from the perspective of central office employees. Using a quantitative approach and a descriptive objective, this research employs surveys, in-depth interviews, and literature reviews. The agility theory by Worley & Lawler (2010) underpins the study, focusing on four dimensions: robust strategy, adaptable design, leadership & identity, and value creating capabilities. The results indicate that the overall level of organization agility is categorized as high. However, the dimensions of adaptable design and value creating capabilities received the lowest ratings, reflecting existing challenges experienced by employees. Consequently, this research provides recommendations for Kemendikbudristek to further enhance the implementation of organization agility to better support future restructuring efforts.