

The Development of Young Civil Servants Towards Agile Bureaucracy: Challenges And Strategies In Subang Regency

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Abstract

Bureaucratic transformation towards Agile Bureaucracy is both a challenge and a necessity in facing the increasingly rapid dynamics of change. This study focuses on the development of young Civil Servants (ASN) in Subang Regency in adopting the principles of bureaucratic agility to improve the effectiveness of public services. Using a qualitative approach with a case study method, this study explores the factors that support and hinder the development of young ASN in the context of organizational change. The findings indicate that: (1) adaptive leadership acts as a key enabler by providing space for innovation, although not yet evenly implemented; (2) organizational culture is shifting toward collaboration, despite persistent structural resistance; (3) competency development programs exist but are not fully needs-based or systematically integrated; and (4) policy support promotes BerAKHLAK values, yet implementation remains inconsistent. The implications of this study highlight the importance of policy reform and needs-based training strategies to build a bureaucracy that is more adaptive, innovative, and responsive to future challenges.

Keywords: Agile Bureaucracy, Young ASN, Bureaucratic Transformation, Subang, Bureaucratic Reform

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Abstrak

Transformasi birokrasi menuju Agile Bureaucracy menjadi tantangan sekaligus kebutuhan dalam menghadapi dinamika perubahan yang semakin cepat. Penelitian ini berfokus pada pengembangan Aparatur Sipil Negara (ASN) muda di Kabupaten Subang dalam mengadopsi prinsip-prinsip ketangkasan (agility) birokrasi guna meningkatkan efektivitas pelayanan publik. Menggunakan pendekatan kualitatif dengan metode studi kasus, penelitian ini menggali faktor-faktor yang mendukung dan menghambat pengembangan ASN muda dalam konteks perubahan organisasi. Hasil penelitian menunjukkan bahwa: (1) kepemimpinan adaptif berperan sebagai enabler utama melalui pemberian ruang inovasi, namun belum merata; (2) budaya organisasi mulai bergeser ke arah kolaboratif, meskipun masih diwarnai resistensi struktural; (3) pengembangan kompetensi ASN muda telah dilakukan, tetapi belum sepenuhnya berbasis kebutuhan dan terintegrasi; serta (4) dukungan kebijakan telah mengarah pada penguatan nilai BerAKHLAK, namun implementasinya belum konsisten. Implikasi penelitian ini menyoroti pentingnya reformasi kebijakan dan strategi pelatihan berbasis kebutuhan guna membangun birokrasi yang lebih adaptif, inovatif, dan responsif terhadap tantangan masa depan.

Kata kunci: Agile Bureaucracy, ASN Muda, Transformasi Birokrasi, Kabupaten Subang, Reformasi Birokrasi

INTRODUCTION

Bureaucratic transformation has become a crucial issue in global public administration, as public demands for fast, innovative, and adaptive public services increase. The concept of Agile Bureaucracy emerged in response to these challenges, emphasizing flexibility, cross-sector collaboration, technology utilization, and stakeholder-driven decision-making (Kasianiuk, 2016; Zhang et al., 2023). Many countries are moving away from the rigid and hierarchical traditional bureaucratic model and toward more dynamic and participatory organizational structures. In Indonesia, the Bureaucratic Reform agenda also focuses on adaptive and values-based institutional transformation, including strengthening human resources and instilling the core value of civil servants (ASN) "BerAKHLAK" (Integrity of Character) as the foundation of a new work culture (Herwanto & Hutasoit, 2023).

These reform efforts position young civil servants as key actors in the change process. As a generation that is

technologically literate, open to innovation, and prefers collaborative work patterns, young civil servants are considered to have significant potential in driving bureaucratic transformation. However, in practice, civil servant regeneration in Indonesia still faces various obstacles, such as a suboptimal meritocratic recruitment system, limited space for innovation, and the dominance of a hierarchical work culture that is unresponsive to the aspirations of young civil servants (Gema Perdana, 2019; Awal Khairi, 2024).

In the context of Subang Regency, these challenges are evident in the bureaucratic structure, which is still dominated by an administrative and top-down work system. The organizational culture does not fully support the participation of young civil servants in decision-making or cross-sector collaboration. Although the values of "BerAKHLAK" (Behaving Morally) have been formally introduced, their internalization has not yet been fully reflected in daily work practices. Furthermore, the use of digital

technology as a means of service innovation remains limited to administrative functions and has not yet become a strategic instrument for driving efficiency and quality of public services.

From an academic perspective, studies on Agile Bureaucracy in Indonesia generally focus on structural aspects and digitalization, but few have examined how the work values and dynamics of young civil servants contribute to organizational change in the public sector, particularly at the regional level. This gap is the basis of this research, which explores the readiness and challenges of young civil servants (ASN) in Subang Regency in adopting Agile Bureaucracy principles through a values-based approach and the development of organizational innovation.

Ristala and Harnandika (2024) identified several key challenges in reforming ASN competencies related to their performance in public services. Increasing public expectations for faster and friendlier services, which require an agile bureaucracy, cannot be achieved within the existing bureaucratic structure. Coordination among various government agencies poses another challenge, as differing responsibilities and priorities complicate collaboration. Bureaucratic resistance to change can also hinder reform, as existing ASNs remain entrenched in methods tied to existing rules. Legal and regulatory frameworks, such as Law No. 25 of 2009, add complexity, making it difficult to align reforms with existing laws. Furthermore, resource constraints, including limited financial and human resources, limit the public administration's ability to invest in necessary training and technology. Finally, unless reforms address the root causes of mismanagement, the risk of continued inefficiency remains. Ensuring that reforms

address these underlying issues is crucial for success.

Furthermore, Sidabutar (2024) highlighted crucial issues in the competency development of State Civil Apparatus (ASN) in Indonesia. Current methods for improving ASN competency are ineffective, hampering their ability to fulfill their responsibilities amidst rapid changes in public service delivery. There is an urgent need for a comprehensive competency framework, as the lack of structure complicates skills development. The transition to a new public service management model faces challenges such as inefficient processes and bureaucratic barriers, which hinder effective talent management. Corruption, including manipulation of positions due to low integrity, further complicates competency development and undermines public trust. Public distrust of ASN and non-compliance with reform initiatives further hinders the improvement of competency and leadership. This paper concludes that building an integrated succession planning system that involves public participation is very important to overcome corruption and foster more competent ASN. This insight emphasizes the urgent need for a strategic approach to talent management and competency development in the Indonesian Civil Service.

Gartika et al. (2024) study of bureaucratic simplification and equalization policies in West Java Province shows significant achievements, especially in the arrangement of the State Civil Apparatus (ASN). This progress includes equal distribution of structural officials and simplification of supervisory duties. However, the policy has not had a positive impact on organizational performance, with a Political Sustainability rating of 3.81, indicating that the policy is not appropriate

for achieving the expected results. Additionally, problems with resource utilization were noted, as respondents stated that budget allocations, human resources, and processes had not been used effectively. Technical Feasibility and Economic Feasibility received low scores of 3.63 and 3.41, indicating inadequacy in support and alignment with organizational needs. This study emphasizes the need for improvements in technical, economic and political fields for better policy effectiveness. Recommendations include an in-depth evaluation of organizational needs and increased financial support to improve the quality of public services. In short, although progress has been made, challenges remain in performance and resource management, which require focused improvement.

Based on the background above, this research question is defined as (1) What are the conditions of young ASN (State Civil Servants) in Subang when they implement Agile Bureaucracy?; and (2) What are the challenges in implementing Agile Bureaucracy by ASN (Young Civil Servants) in Subang? This research aims to analyze the readiness of young ASN in facing bureaucratic transformation towards an agile model, with a focus on internalizing the value of "Be AKHLAK", involvement in cross-sector collaboration, leadership support, and the use of digital technology. Specifically, this study also aims to identify structural and work cultural barriers that hinder the development of agile bureaucracy, as well as formulating strategic recommendations for the development of young ASN as a driving force for bureaucratic change in the regions.

METHODS

This study uses a descriptive qualitative approach to analyze the

relationship between Agile Bureaucracy and the Subang Regency government. This method was chosen to obtain an empirical overview of the implementation of the Agile ASN concept and the level of innovation generated by regional government organizations (OPD).

Population & Sample

The population in this study were all young ASN workshop participants who were in Regional Apparatus Organizations (OPD) in Subang Regency. The research sample consisted of 40 ASN representatives of the Subang Regency OPD who were chosen as the unit of analysis to evaluate the relationship between the implementation of Agile Bureaucracy in the government environment.

Measurement Instrument

Data collection was done by distributing a 6-point Likert Scale-based questionnaire, which was designed to measure two variables, namely Internalization of Moral Values, which was measured by the first 5 questions, followed by the Agile Bureaucracy variable, which was measured by the last 10 statements which reflect flexibility, responsiveness and collaboration in bureaucratic processes. Respondents were given answer choices on a Likert scale from 1 (strongly disagree) to 6 (strongly agree) to assess the level of implementation of the values "Be AKHLAK" and Agile Bureaucracy in their respective OPDs.

NO	QUESTIONS	VARIABLE	REFERENCE
1	I am aware of and understand the	Internalization of "BerAKHLAK"	Martogi, A., & Dwiputrianti

NO	QUESTIONS	VARIABLE	REFERENCE
	"BerAKHLAK" core values and how to apply them in my work.	" Core Values	, S. (2023). STRATEGI PENERAPAN BUDAYA "ASN BerAKHLAK" UNTUK MENDUKUNG KINERJA PEGAWAI DI KECAMATAN BATUNUNG GAL KOTA BANDUNG. Konferensi Nasional Ilmu Administrasi 7.0, STIA LAN.
2	The training or socialization sessions I attended have helped me comprehend the "BerAKHLAK" civil servant core values.		
3	My workplace encourages the implementation of "BerAKHLAK" values in daily activities.		
4	The slogan "Bangga Melayani Bangsa" (Proud to Serve the Nation) increases my enthusiasm in working.		
5	In my workplace, behaviors that align with the "BerAKHLAK" core values		

NO	QUESTIONS	VARIABLE	REFERENCE
	receive reward or recognition.		
6	I am frequently invited to join cross-functional teams to accomplish collective tasks.	Agile Bureaucracy	Aripin, S., Rulinawaty, & Samboteng, L. (2021). Agile Bureaucracy for Public Policy Accountability: Implementation of the Street Vendor Policy in Indonesia: Agile Bureaucracy . 2nd International Conference on Administration Science 2020 (ICAS 2020), Bandung, Indonesia. https://doi.org/10.2991/assehr.k.210629.021
7	I am provided with opportunities to voice new ideas or suggestions regarding my work.		
8	I have collaborated with external stakeholders, such as local communities or the private sector, to resolve public service issues.		
9	The cross-sectoral collaboration I engage in helps generate better and more creative solutions.		

NO	QUESTIONS	VARIABLE	REFERENCE
10	Leaders (superiors) at my workplace frequently provide direction or guidance for my career development.		
11	Individuals who propose new ideas or innovations in my workplace receive recognition (such as awards, capacity building, or workshop participation) to refine their ideas or innovations.		
12	I perceive that my work targets are clear and support the generation of new ideas.		
13	My performance evaluation is conducted		

NO	QUESTIONS	VARIABLE	REFERENCE
	transparently, and I receive constructive feedback.		
14	I am proficient in using digital tools or technologies (including Artificial Intelligence (AI)) that assist me in my work.		
15	Technological devices in my workplace accommodate me in working efficiently and rapidly.		

Table 1. Measuring Instruments

Source: processed by authors (2025)

Data Analysis

The data obtained from the questionnaire will be presented graphically to determine the extent to which the internalization of BerAKHLAK values and Agile Bureaucracy principles in government bureaucracy influences work ethic in Subang Regency's regional government agencies (OPDs). The data processing results will then be presented using a Spider Web diagram and interpreted narratively.

The results of this data analysis are expected to provide a deeper understanding of the role of Agile Bureaucracy in creating an agile bureaucratic culture in the Subang Regency government and provide policy recommendations that can support a more

flexible, adaptive, and innovative bureaucratic transformation.

RESULT AND DISCUSSION

A. RESULT

a. Internalization of ASN Values of “BerAKHLAK”

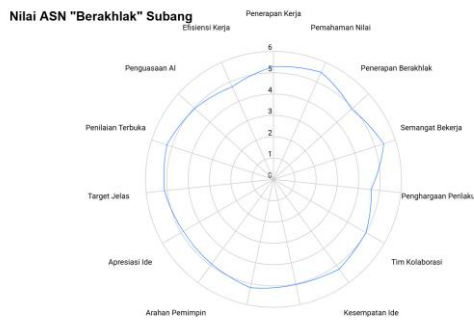


Figure 1. Mapping Results Chart
Source: processed by authors (2025)

The evaluation results of the internalization of the “BerAKHLAK” core values among civil servants (ASN) indicate that young civil servants in Subang Regency possess a solid understanding and implementation of the fundamental values guiding their work. As illustrated in the spider web chart, most value indicators scored a 5 (good), and one indicator even reached a score of 6 (very good), particularly regarding the aspects of value comprehension and its practical application. Values such as service orientation, accountability, and competence emerged as the most dominant, being deeply understood and routinely experienced by young civil servants in their daily duties.

Furthermore, civil servants perceive their work environment as supportive of value implementation and appreciative of aligned work behaviors. This reflects the effectiveness of the training programs and character-building initiatives implemented,

alongside a relatively conducive organizational climate. Nevertheless, these high scores still carry the potential of being merely normative, meaning that high conceptual understanding does not necessarily translate fully into actual work practices. Consequently, concrete steps remain necessary to ensure these values are genuinely internalized into an adaptive, collaborative, and result-oriented organizational culture.

One of the key challenges in this internalization process is ensuring that core values—such as loyalty and competence—do not stop at the level of administrative rhetoric. Instead, they must drive productivity, innovative public service, and continuous quality improvement. To achieve this, a performance-based monitoring and evaluation system is required, coupled with feedback mechanisms that foster reflection and improvement.

b. Cross-Sectoral Collaboration

Survey data indicates that young civil servants in Subang are accustomed to working in cross-functional teams and collaborating with external stakeholders, including local communities and the private sector. The score for this indicator also stands at 5, reflecting the readiness of civil servants to engage in collaborative efforts to address public service issues more comprehensively.

Young civil servants perceive that cross-sectoral cooperation helps generate more creative and effective solutions. This collaborative culture is considered moderately deep-rooted in the work environment, supported by openness to new ideas and opportunities for active participation within teams. However, respondents also noted that the outcomes

of these collaborations have not been fully integrated into concrete policies or work programs. Consequently, the potential of collaboration as an instrument for organizational innovation has not been maximized.

c. Leadership and Organizational Support

The majority of respondents stated that they receive clear direction from superiors and feel well-supported in their career development processes. A score of 5 also emerged for this indicator, spanning the contexts of work guidance, clarity of targets, and an open evaluation system that provides constructive feedback.

Furthermore, young civil servants perceive that they are provided with adequate channels to voice ideas and suggestions, accompanied by recognition for innovative proposals. This appreciation manifests in various forms, including involvement in professional training, recognition within internal forums, and opportunities to refine these ideas through active work projects. Such dynamics indicate that leadership and human resource management in several work units have successfully fostered a supportive and positive work climate.

Nevertheless, this support has not yet become systemic. Disparities in access to mentorship persist, and not all work units have established clear mechanisms to follow up on proposals from young civil servants to ensure their integration into the policy cycle.

d. Technology Utilization

Respondents generally exhibit a high level of digital literacy, particularly in executing daily administrative tasks. They report that workplace technological tools have accelerated operational workflows,

resulting in a score of 5 for this specific indicator.

However, technology utilization remains largely confined to basic administrative functions, such as archiving, reporting, and document management. Strategic applications—such as data-driven policy modeling, decision support systems, or workflow automation—remain underutilized. This gap suggests that digital transformation has not been fully integrated into bureaucratic innovation processes.

e. Bureaucratic and Hierarchical Barriers

Although other indicators present relatively positive outcomes, the majority of young civil servants identify rigid hierarchical structures as a primary challenge in proposing and implementing new ideas. Rigid workflows, protracted coordination chains, and a risk-averse organizational culture pose significant barriers to fostering an agile bureaucracy.

Several respondents also noted that the scope for improvisation remains highly constrained, with proposed initiatives frequently stalling at the conceptual stage due to the absence of incubation systems or adaptive decision-making frameworks. This condition highlights a clear misalignment: while individual civil servants are prepared to innovate, the underlying organizational structures and systems do not yet fully support agile and innovative work practices.

DISCUSSION

a. Internalization of Civil Servant Core Values as the Foundation of Organizational Culture

The findings indicate that young civil servants in Subang Regency have successfully understood and positively adopted the "BerAKHLAK" core values. High scores in

comprehension, workplace application, and appreciation for value-aligned behaviors demonstrate that these young public servants possess a work ethos aligned with the vision of modern public service. However, as emphasized in values-based management theory, a cognitive understanding of values does not automatically guarantee the creation of a productive organizational culture unless it is accompanied by continuous internalization mechanisms.

In the context of public organizations, core values must be integrated into shared behavior and decision-making logic. Consequently, the "BerAKHLAK" values must be instilled not only through formal training but also through leadership by example, strengthened reward systems, and behavior-based performance evaluations. Without a deep internalization process, these values will remain merely symbolic (Herwanto & Hutasoit, 2023).

g. Cross-Sectoral Collaboration and Agile Orientation

The research results also show that young civil servants are moderately active in both cross-functional and external collaborations. This reflects a workflow inclination that aligns with the principles of Agile Bureaucracy, which demand cross-functional cooperation, adaptive teams, and a focus on collective problem-solving.

However, the findings also reveal that these collaborative efforts are not yet supported by a systematic follow-up system, such as formal mechanisms to absorb and translate collaborative outcomes into concrete policies. From an organizational management perspective, this gap indicates a weak organizational feedback loop—a critical process required for agile and learning organizations.

To prevent collaboration from stalling as mere formality or technical coordination, organizations need to establish idea documentation systems, testing spaces (incubation), and participatory policy-making processes that involve young civil servants as co-creators.

f. Leadership and Organizational Support as Innovation Enablers

Young civil servants in Subang perceive that they receive adequate guidance and recognition from their superiors, signaling elements of transformational leadership. This aligns with the findings of Dewi & Suardana (2023) as well as Priyono Tjiptoherijanto (2019), which suggest that leaders who inspire, provide individualized support, and stimulate the intellect of their subordinates contribute significantly to organizational human resource development.

Nevertheless, this support remains uneven and has not yet been institutionalized into a permanent organizational system. In the context of Agile Bureaucracy, the role of a leader extends beyond being a guide; leaders must act as facilitators of change, gate openers, and guardians of organizational values. This is hindered by the absence of structured mentoring mechanisms or innovation-based career development policies.

g. Technology Utilization: Individual Readiness, Organizational Challenges

High proficiency scores in digital technology indicate that young civil servants are prepared to embrace digital transformation. However, technology utilization remains predominantly administrative, lacking analytical depth or automation. This gap suggests that the

organization has yet to develop a mature digital strategy.

Agile Organization Literature positions technology as an enabler of change (Rigby et al., 2016) rather than a mere supportive tool. Accordingly, the bureaucracy must promote technology integration into decision-making, data-driven public services, and process simplification. Investing in strategic digital training and establishing data-driven teams could serve as initial steps toward achieving a technologically agile organization.

h. Rigid Bureaucratic Structures as Systemic Barriers

One of the most significant barriers confronting young civil servants is the highly hierarchical and procedural organizational structure. This alignment supports structural inertia theory (Hannan & Freeman, 1984), which posits that public organizations often maintain legacy workflows for the sake of stability, even when they no longer address contemporary challenges.

Within the context of Subang, this rigidity is evident in sluggish decision-making, limited room for improvisation, and low responsiveness to novel ideas. Conversely, an agile bureaucracy demands the opposite: flat structures, participatory work relationships, and institutionalized spaces for experimentation. Consequently, structural reforms are required to establish secure environments for innovation, including decentralizing decision-making authority to young civil servants.

CONCLUSION

Based on the research findings, young civil servants in Subang Regency demonstrate a strong understanding of the "BerAKHLAK" core values, as reflected by relatively high

scores across various indicators. This suggests that these values have been evenly internalized within the civil service work culture. However, challenges persist in ensuring that this normative understanding translates into actual behavior and drives a more progressive and innovative work culture.

On the other hand, the implementation of agile bureaucracy principles has developed favorably, particularly in cross-sectoral collaboration, opportunities for innovation, leadership support, and digital readiness. Young civil servants exhibit openness to change, flexibility in their work, and an ability to utilize technology in their tasks. Nonetheless, barriers remain—specifically rigid bureaucratic hierarchies, the absence of systematic mechanisms to follow up on innovative ideas, and suboptimal technology utilization. Therefore, strengthening the implementation of agile bureaucracy must focus on policy effectiveness that actively encourages flexibility, innovation, and strategic technology adoption.

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