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Analysis of Organizational Agility and The Contribution of Millennial in the Ministry of Finance

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Abstrak

Paper ini bertujuan untuk menganalisis tingkat kelincahan organisasi dan keterkaitannya dengan kontribusi SDM milenial pada Kementerian Keuangan. Penelitian menggunakan desain *mixed method* dengan data primer dan sekunder. Data primer berasal dari wawancara dengan pemangku kepentingan dan hasil kuesioner. Data sekunder berasal dari penelusuran dokumen, peraturan, hasil penelitian sebelumnya, laporan, dan data-data dari berbagai sumber. Penelitian menunjukkan bahwa Kementerian Keuangan dikategorikan sebagai organisasi yang lincah dengan tingkat indeks kelincahan yaitu 90,10 yang menunjukkan bahwa Kemenkeu memiliki tingkat kelincahan organisasi yang tinggi. Terdapat enam variabel yang memengaruhi kelincahan organisasi dan diurutkan berdasarkan tingkat kepentingannya yaitu budaya organisasi, peran pimpinan, kapasitas SDM, lingkungan organisasi, TIK, dan kebijakan anggaran. Hasil penelitian juga menunjukkan bahwa keberadaan SDM milenial sangat mendukung kelincahan organisasi, memiliki ide dan gagasan yang dapat dilaksanakan dengan cepat dan responsif. Namun demikian kontribusi mereka berada pada tataran operasional.

Kata Kunci: *Kelincahan Organisasi, Kementerian Keuangan, Generasi Milenial, VUCA*

Abstract

This paper aims to analyze the level of organizational agility and its relationship with the contribution of millennial human resources to the Ministry of Finance. The research uses a mixed-method design with primary and secondary data. Primary data comes from interviews with stakeholders and from questionnaires. Secondary data comes from documents, regulations, previous research, reports, and data from various sources. Research shows that the MoF is categorized as an agile organization with an agility index level of 90.10, which indicates that the MoF has a high level of organizational agility. Six variables influence organizational agility and are ranked based on their level of importance, namely organizational culture, leadership role, HR capacity, organizational environment, ICT, and budget policy. The research results also show that millennial human resources supports organizational agility, having ideas that can be implemented quickly and responsively. However, their contribution is at the operational level.

Keyword: *organizational agility, Ministry of Finance, millennial, VUCA*

INTRODUCTION

The world is changing very quickly in all areas. Increasing stakeholder expectations and demands mean that organizations must formulate their strategic priorities. The VUCA era is a new era that has never happened before (Joiner, 2019), synonymous with the disruption that demands innovation (Wulandjani & Setiyowati, 2021). Rulinawaty et al. (2020) stated that this condition caused a rapid shift in people's desire to receive public services. Raharso (2018) said that an important obligation for organizations is to manage uncertainty, so that change does not become a threat, it can even become an opportunity. The implementation of risk management is increasingly urgent because unsuccessful risk management can cause significant losses (Sugiyanto & Anggi Andriani, 2018).

Arifin & Henny (2023) stated that organizations are becoming increasingly agile and adaptive in facing challenges. Organizational agility is seen as a core competency, differentiator between organizations, and competitive advantage (Harraf et al., 2015), as a means to continuously adapt to external threats and opportunities (Ahammad et al., 2020). How to deal with environmental changes, three researchers (Ahammad et al., 2020; Kumkale, 2016; Tallon et al., 2019) mention simultaneously, namely by rearranging organizational systems and strategies, converting changes into opportunities, using the information obtained, and quick response. Organizational agility is the ability of an organization to perceive environmental changes and to respond to them efficiently and effectively (Felipe et al., 2017; Udokporo et al., 2020), focusing on flexibility (Ciric et al., 2019), underlying performance and competitive advantage organization (Amirnejad & Zahra, 2015), related to organizational culture (Chegini, 2010; S. Wicaksana, 2023), measured through two

components: market capitalization agility and operational adjustment agility (Cheng et al., 2020). In today's digital era, agile leaders need to observe and monitor all changes (Kusumawati & Anik, 2023), but need employee support (Khalid et al., 2020).

One important factor in the success of an agile organization is the central "people" factor (Aghina et al., 2018). Eilers et al. (2019) show that an agility mindset is relevant for strategic agility and digitalization. Agility is increasingly needed as a competitive advantage, but it is temporary (Ahammad et al., 2020), depending on the situation in the company's environment and its internal characteristics (Lorenzo et al., 2018), the source is agility (Khalid et al., 2020).

One of the organizations most affected by this rapid change is the MoF. The MoF, as the state general treasurer, has a broad and varied portfolio of duties and functions and is supported by a large number of human resources. Data from the MoF's HR Bureau website, as of December 1st, 2023, the number of employees was 78,070 people. Of this number, 72% of employees are in the millennial age range. This phenomenon can become a competitive advantage which can become a source of strength or, on the contrary, be counter-productive, so the character of human resources, especially millennials, can be a variable that determines organizational agility from an HR perspective.

This research discusses organizational agility in the millennial generation, generations Y and Z. Mastery of information and technology is the most prominent characteristic difference between generations X, Y, and Z. Because they were born in an environment where internet access has become a global culture, the millennial generation has made technology and information as their life (Putra, 2016; Fyall et al., 2017), sometimes having unclear boundaries between them (Baum, 2019). With the emergence of the millennial generation, organizational management will face new challenges, especially in terms of human resource management and how to manage millennial HR in situations of uncertainty.

This paper analyzes organizational agility by paying attention to related variables. Previous research analyzed organizational agility in the private and public sectors but has not analyzed the factors that influence organizational agility. This research needs to be carried out because in facing a dynamic global and national economy, as well as a new era of globalization, digitalization, decarbonization, and demographics, it is necessary to analyze how quickly the MoF can adapt to anticipate various changes. This research is also urgently carried out to explore the variables that influence the agility of the MoF as a public agency in managing change and how millennial human resources contribute to organizational agility. The research theme is relatively new and research with a focus on government agencies has not been widely carried out.

Based on the background above, the problem formulation in this research is: 1) what is the level of organizational agility in the MoF?, 2) what are the MoF 's organizational agility variables and indicators?, 3) what is the contribution of millennial human resources in encouraging organizational agility in the MoF?

RESEARCH METHOD

This research used mixed methods for more accurate results (Sugiyono (2017)). The mixed methods design used in this research is an exploratory sequential design (Creswell, J W. et al., 2018). This research used data primary and secondary. Primary data was obtained from the results of in-depth interviews with informants related to research and surveys of respondents. Informants came from work units tasked with formulating policies in the MoF. Research informants consisted of the HR Bureau, Planning and Budgeting Bureau, Organta Bureau, Pusintek, risk awareness culture activists, work unit leaders, direct superiors, and millennial. This quantitative data was obtained through distributing questionnaires containing questions that were relevant to the research object. Apart from primary data, this research also used secondary data, namely from statutory regulations, books, reports, papers in journals, and other relevant research. Descriptive analysis was used in this research. The data analysis process is carried out by organizing the data, then putting it into units, making a synthesis, putting it into a pattern, determining what is important and what will be studied, concluding, and then conveying it to other parties.

RESULT AND DISCUSSION

A. Organizational Agility of MoF

The MoF is a large organization with a total of 78,070 employees as of December 1st, 2023. The breakdown of this number is 10,937 structural officials, 14,808 functional employees, and 52,325 executive employees. This large number can be a challenge in itself in an era of very rapid change. The MoF has work units whose positions are spread across all regions of Indonesia. As an organization responsible for managing state finances, the MoF is vulnerable to changes occurring in the world.

Based on interviews with the HR Bureau, agile is nimble. Organizational agility is an organization where the structure, policies, capacity, budget, business processes, and IT can be designed in such a way as to enable employees to respond quickly to environmental changes that occur. Planning and budgeting Bureau views organizational agility by emphasizing response to change. In this VUCA era, informants see that organizational

elements with various ins and outs must be adaptive and responsive to conditions that occur both internally and externally. This opinion is the same as Pusintek's opinion, the organization's agility is how to respond to changes, including in ICT infrastructure management policies.

From several interviews with informants, researchers summarized several factors that influence organizational agility which are reflected in the following variables.

1. Organizational Culture and Climate

The MoF has many organizational cultures and climates that are applied in the daily lives of its employees. This organizational culture is based on the MoF Values which are internalized in every employee, namely integrity, professionalism, synergy, service, and perfection. The MoF emphasizes that every employee must have these values, which are maintained in their daily behavior. Each value has its main behavior that encourages employees to be agile at work. This is relate to research (George, Jennifer & Gareth R Jones., 2012; Habudin, 2020) that organizational culture consists of shared norms, values, and beliefs that influence the way employees think, feel, and behave towards other people and each other.

The MoF has a culture of innovation as the key to progress. The government can continue to improve the quality of public services and achieve progress in the economic, social, and environmental fields by continuing to adapt and innovate. The MoF develops a culture of "One Agency, One Innovation" and meets the expectations of service users by providing satisfactory public services with speed, quality, and lower prices (faster, better, and cheaper). Therefore, an innovation ecosystem is needed that allows innovative ideas to emerge and develop.

Kemenkeu Satu is the MoF's culture of anticipating disruption and can help MoF employees become more unified and solid. This will help the MoF become an organization that is flexible, resistant to change, and always innovates along with developments in the problems it faces. The MoF also provides opportunities and freedom for its employees to develop themselves through Learning Organizations. This organizational culture and climate are also manifested in a way of working that prioritizes synergy and collaboration. It is not only carried out in certain work units but has been carried out between work units.

The MoF instituted "Squad Teams" as a form of collaborative work pattern in 2022. Currently, there are 54 Squad Teams recorded. The MoF has launched the Flexible Working Space (FWS) program, which allows its employees to work from anywhere (work location flexibility). This is relate to research (Horney et al., 2010) that in the era of VUCA

and digitalization, organizations are required to take initiative more quickly, and be flexible, responsive, adaptive, and collaborative to changes around them.

2. Organizational Environment

a. Organizational structure

Organizational agility requires the MoF to have a responsive organizational environment. This is shown in several things, for example, the organizational structure. In the VUCA era and delayering policies, this organizational structure is also affected. Simplification of bureaucracy means that the MoF must be agile in facing the challenges of the times. The structural changes are depicted in the following image.

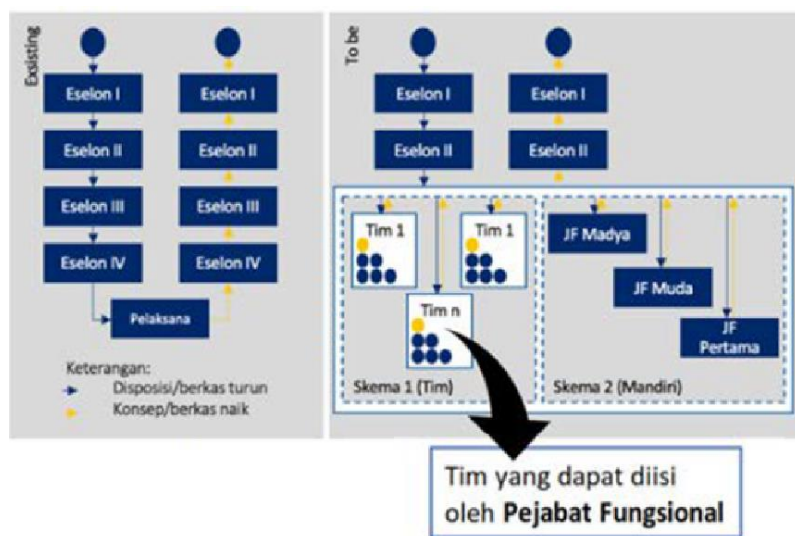


Figure 1 Changes in bureaucratic structure

Source: Katalis 1/2023

The existing condition of the MoF consists of structural positions starting from the executive, echelon IV, III, II, and I. This condition will be like the one in the picture on the right which is rich in functions. Formation of a work team that will be filled by functional positions. The direction of this policy is through the consolidation of existing functional positions in the MoF. Functional positions which previously numbered 23 were simplified into 4 types of JF: JF State Financial Analyst, JF State Financial Supervisor, JF Auctioneer, and JF Appraiser. More clearly shown in the following image.

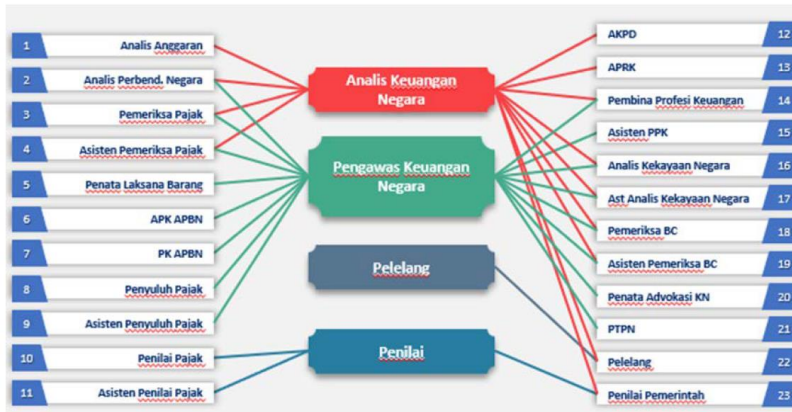


Figure 2 Consolidation of MoF fungsional officials

Source: Katalis 1/2023

Kiruba Nagini R. et al. (2020) stated that combining a matrix organizational structure with cross-functional teams can create an agile structure.

b. Vision and mission

Understanding the MoF's vision and mission will make this organization understand where it wants to go. This will make it easier to adapt to changes that occur. The MoF 's vision is "To be a State Financial Manager to Create a Productive, Competitive, Inclusive and Fair Indonesian Economy to Support the Vision and Mission of the President and Vice President". Organizational agility is needed to be able to anticipate various things in the national and international context that may arise in achieving the vision and mission.

c. Business process

There is a simplification of business processes to meet rapid environmental changes. Business processes within the MoF are arranged in the form of a Business Process Map. The implementation of the daily tasks of the MoF 's work units is based on Standard Operating Procedures (SOP) which is a collection of written instructions regarding various government administration processes, including when and where they must be carried out, and by whom. An example of agile SOP implementation is in the Covid-19 era, because of the use of IT in carrying out daily tasks, many SOPs have been changed. For example, SOP for arranging official documents so that it is faster.

d. Attitude towards change

The important thing related to the work environment and the dynamics of change that occurs is the change mindset. The MoF has been implemented with this mindset since the beginning of bureaucratic reform in 2002 and on a massive scale in 2007. Employees and work units respond to changes and adapt to the work environment quickly. The rapid changes external to the MoF have been responded to positively. Likewise with decision making. Decision-making can be done quickly. To oversee bureaucratic reform and institutional transformation of the MoF at the central level, in 2014 a Central Bureaucratic Reform and Institutional Transformation Team (Central Transformation Office/ CTO) was formed.

e. Performance and Risk Management

The MoF divides performance management into two categories: organizational performance management and employee performance management. Employee performance management refers to the management of employee performance over a certain period. Organizational performance management refers to performance management in the context of implementing tasks and functions to achieve organizational goals within a certain period. There is already a separation between organizational performance led by the Planning and Budgeting Bureau and employee performance led by the HR Bureau.

3. Human resource capacity

Organizational agility can be realized by having human resources who can respond quickly to environmental changes. Informants stated that human resource capacity was related to being "educated." Data from the MoF shows that in 2010 the number of employees with a high school education level was greater than that of a master's level education. In 2022 the opposite happened, the number of employees with postgraduate education be greater than high school.

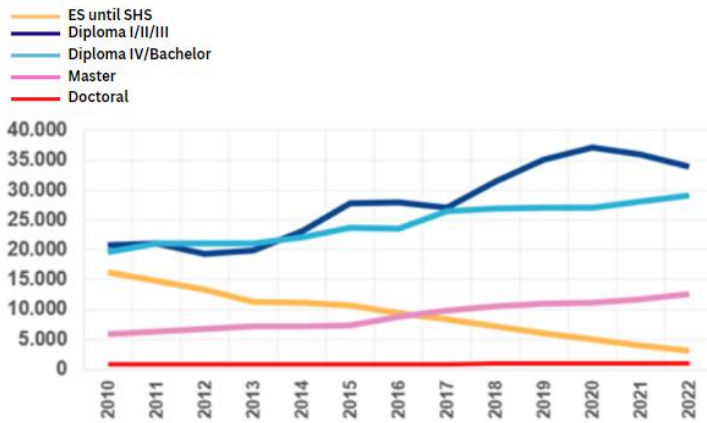


Figure 3 Education Statistics for 2010-2022

Source: HR Bureau

These educated employees became the founders of state finance in Indonesia. Educated people who are behind the formulation of policies in the fields of taxation, customs and excise, treasury, etc. through Kemenkeu Satu, PSIAP, CEISA, Government Credit Card, Government Digital Marketplace, Digipay, and SPAN SAKTI. Apart from education, another factor related to HR that influences the ability to adapt to change is HR competency. There is a variety of expertise from the MoF's human resources. All these skills/competencies must complement each other.

The majority of human resources in the MoF, 72%, come from the millennial generation. The capacity of millennial human resources lies in their ability to be digitally literate, and able to work quickly, nimbly, and responsively. This can speed up work completion, and help other employees in carrying out their duties related to using the application.

4. Information and Communication Technology (ICT)

The MoF has implemented digital transformation since the first stage in 2005. In the 2020s, the MoF has become a benchmark for other agencies for national-level policies. The informant stated that the current ICT policy is related to ICT integration where everything must be united in one financial data center, where initially each UE1 had its data center. An important thing that is very visible as a form of agility of the MoF is the existence of Office Automation (OA) which aims to achieve efficient business processes and services in terms of quality, cost, and time to be able to meet the demands of digital organizations. Apart from OA, IT implementation at the MoF also applies to aspects of services prepared by the MoF, for example, core tax (DJP), ceisa (DJBC), siman (DJKN),

SIKD, SPAN and SAKTI (DJPb).

5. Budgeting Policy

As a fiscal policy maker, through redesigning budgeting based on the logical framework model, the MoF is trying to technically improve the relationship between input, output, and results (including impacts). Redesign of the Planning and Budgeting System (RPBS) is an improvement to the budget preparation system which has the effect of creating space for cross-border activities.

The results of this research show that the RPBS mechanism increases the implementation of value-for-money policies in the planning and budgeting process and its implementation, increases the implementation of performance-based budgets and increases the convergence of programs and activities between Ministries/Institutions. Organizational agility is more easily realized through policies in this budgeting. This can be replicated by other Ministries/Institutions and there is even one program that exists in all Ministries/Institutions, namely management support. This allows for agility/adjustments in the national budget. The statement is in line with Harraf et al. (2015) and Fahami et al. (2017) stated that agile organizations and institutions require several special capabilities including the main elements for maintaining and developing agility, one of which is flexibility.

6. Leadership Role

In rapidly changing conditions, leaders need to formulate adaptive policies that will be taken. The MoF has a resource forum to gather policies for next year from sectors that had a resource forum at the beginning of the year. Leaders interact with external parties, for example, the legislature, judiciary, interest groups, NGOs, and international organizations. This is in accordance with previous research by Arifin & Henny (2023) which stated that in modern leadership theory, the ability to realize and respond to change is called agile leadership, which is aimed at organizational success in environmental situations that are uncertain and prone to turmoil.

B. Millennial HR

Most employees are in generations Y and Z with a percentage of 72%. In detail, the percentage of generations of MoF employees is shown in the following figure.

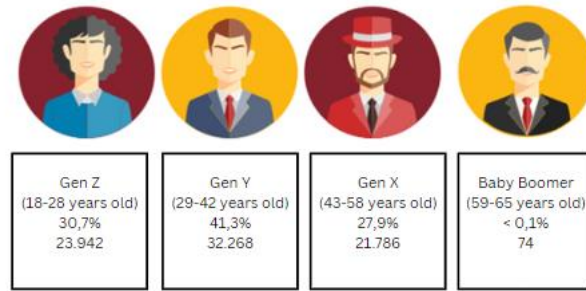


Figure 4. MoF Generation Statistics

Source: HR Bureau

Currently, there are millennials leading the MoF so the perspective of thinking has begun to shift. For example, affirmation policies for employees in remote areas, free working days, exit policies, etc. are now being made into regulations. Policies regarding affirmations for employees in remote areas, free working days, exit policies, and flexible working spaces can be replicated by other ministries/institutions. The millennial generation, especially those who have just been placed in remote areas, can use this policy. Most of them come from PKN STAN alumni who are placed in work units located in remote areas, for example, Papua, the Kalimantan border, Maluku, and other remote areas.

This is alluded to in Altimier (2006) research concluding that millennials expect more coaching and guidance than other generations in work. They are not only optimistic and goal-oriented but they also want structured guidance and broad orientation. Several direct superiors interviewed in the field said that these millennials were able to work quickly, some even had to-do lists for their work. Millennials already know what they have to do, but they still have to be accompanied.

C. Quantitative Data Analysis Study

Based on the results of the interview, a research questionnaire was prepared which consisted of the following sections.

Table 2 Questionnaire Summary

Part	Explanation	Number of Questions
Part A	Respondent profile	7 (A1 – A7)
Part B	The Effectiveness of Organizational Agility Variable consists of 7 sections with 24 questions	
	Part I Organizational culture and climate	12

	Part II.	Organizational Environment (business processes, policies, structure)	12
	Part III.	Budget Policy	6
	Part IV.	Information and communication technology	11
	Part V	HR capacity	6
	Part VI.	Leadership Role	6
	Part VII.	Order of Importance	1

Source: processed data (2024)

The results of the validity and reliability tests on the questionnaire concluded that the questionnaire was valid and reliable. Filling out the questionnaire by distributing and completing questionnaires was carried out in December 2023. Of the number of questionnaires distributed, the number of respondents who returned and filled them out was 161 respondents.

The index value of the MoF's organizational agility variable is 90.10 in terms of six variables. The index value of each variable is shown in the following figure.

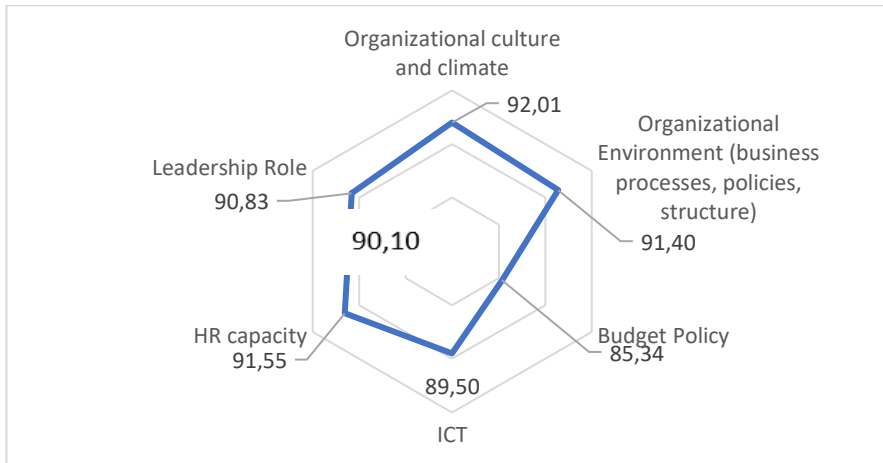


Figure 5 Index Analysis Variable Agility Organization

Source: processed data (2024)

From the figure, all variables have a value above 80, which means that these variables influence the level of organizational agility of the MoF. The budget policy variable is the lowest variable among the six existing variables with an index of 85.34. The variable with the highest results is organizational culture and climate (92.01). Three variables received an index above 90, namely HR capacity (91.55), organizational environment (91.40), and leadership

role (90.83). Meanwhile, ICT got an index of 89.5.

These six variables together influence organizational agility. All variables got an index above 85 which showed that each is important in shaping organizational agility.

CONCLUSION

Research found that the MoF is an agile organization. Many ecosystems support a MoF's agility, for example, the innovation ecosystem, performance management ecosystem, talent management ecosystem, squad team, learning ecosystem, IT, and other supporting ecosystems. All of these ecosystems can be replicated in other ministries/ institutions. Agility variables are: 1) organizational culture and climate 2) Leadership role 3) HR capacity 4) Organizational environment 5) ICT 6) budget policy. Millennials contribute to encouraging the MoF's organizational agility at the operational level. This is realized by their support for achieving organizational performance. The millennial generation has ideas and insights into their work (for example, becoming innovators) so that it can be done quickly and responsively.

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