Measuring Agile Organization Implementation: A Case Study of Financial Education and Training Agency, Ministry of Finance

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Abstract
The concept of an agile organization has expanded beyond the private sector and is increasingly being adopted within the public sector, including government institutions. One such organization that has begun to implement this concept is the Financial Education and Training Agency (BPPK). As part of the Ministry of Finance of the Republic of Indonesia, BPPK is actively preparing for the comprehensive implementation of an agile organization framework. To assess the current state and readiness of BPPK in adopting this concept, an evaluation was conducted to examine the implementation of agile organization characteristics. This evaluation is based on the five core characteristics of an agile organization: strategy, structure, process, people, and technology. The findings of the evaluation suggest that BPPK has successfully integrated several key characteristics of an agile organization. Notably, the areas of structure and technology stand out, with BPPK designing and creating an open physical and virtual environment that empowers employees to perform their roles more effectively within a conducive setting. Furthermore, BPPK has developed state-of-the-art technology to support the execution of business processes, thereby enhancing work effectiveness and accountability. However, other agile organization characteristics, such as strategy, process, and people, still require further attention and focus from BPPK to fully implement this concept. These characteristics have been assessed as being below the average score for each component, indicating considerable room for improvement. Additionally, a change management strategy was mapped using the ADKAR model. This strategy focuses on five key areas: building awareness, fostering desire, providing knowledge, ensuring ability, and establishing reinforcement. It is anticipated that the successful application of this strategy will facilitate a smooth transition to an agile organization at BPPK and minimize employee resistance to the change process.
Keywords*: Agile Organization, Agile Characteristics, Organizational Design, Change Management, ADKAR Model.*

1. Introduction

During the 2019-2024 government period, five main priority programs were implemented by the Government of the Republic of Indonesia (Ministry of Administrative and Bureaucratic Reform, 2019). These five priority programs are: accelerating and continuing infrastructure development, developing human resources, attracting widespread investment to create job opportunities, bureaucratic reform, and ensuring a focused and targeted state budget (APBN). These priority programs serve as the government's focus in formulating the work plans implemented by each ministry and institution.

In his state address, President Joko Widodo presented five priority programs covering infrastructure connectivity, human resource development, investment climate improvement, bureaucratic reform, and economic transformation through a focused state budget. Among these priorities, bureaucratic reform plays a central role in strengthening investment and economic growth, as strong institutions enhance growth and investment (Zhao et al., 2021), while regulatory and organizational reforms improve service efficiency (Nugrahayu et al., 2022).

Bureaucratic reform in Indonesia is implemented under the authority of the Ministry of Administrative and Bureaucratic Reform through Regulation No. 7 of 2022, which mandates bureaucratic simplification via organizational restructuring, position equalization, and adjustment of work systems supported by electronic-based government systems. This approach promotes professionalism, transparency, and results-oriented governance.

Bureaucratic simplification is aligned with the need for agile organizations in the VUCA era (Rulinawaty et al., 2020). Agile practices enable public institutions to deliver world-class services (Adhikersa et al., 2022) through organizational models that balance stability and dynamic capability (Dowdy et al., 2017). Agile organizations operate through team-based networks that support rapid decision-making and innovation (McKinsey, 2019).

The application of agile organization principles in Indonesian bureaucracy focuses on eight reform areas, including governance restructuring, human resource management, policy deregulation, accountability, and public service quality (Minister of Administrative and Bureaucratic Reform Regulation No. 25 of 2020; Judijanto et al., 2024).

The Ministry of Finance has implemented this transformation through organizational, business process, and human resource reforms (Ministry of Finance, 2023), particularly by converting structural positions into functional roles to create a lean, adaptive, and technology-oriented bureaucracy capable of faster decision-making and improved public service delivery.

The Financial Education and Training Agency (BPPK) of the Ministry of Finance is gradually transforming into an agile organization through organizational simplification, position conversion, and increased use of technology. Structural simplification began in 2022 with the elimination of several echelon III and IV positions at both central and regional offices (Iswandari, 2024). In 2023, a new organizational regulation further streamlined BPPK's structure, retaining only limited echelon III and IV positions at each central office.

The next stage involves converting administrative positions into functional roles, resulting in many employees transitioning to new functional positions following structural simplification (Financial Education, 2024). This transformation presents significant challenges for employees, who may respond with either readiness or resistance to change (Furxhi, 2021). Individual acceptance of change is critical, as employees ultimately determine the success of organizational transformation (Smith, 2005).

Organizational restructuring often increases job stress through role ambiguity (Smollan, 2015), uncertainty about job security (Rafferty & Griffin, 2006), and heavier workloads (Puleo, 2011), which may lead to employee burnout (Dubois et al., 2014) and declining health and well-being (Hasson et al., 2006; Dahl, 2011).

To ensure successful transformation, organizations must assess their readiness for change. Organizational change readiness reflects both willingness and capability to adapt (Alwheeb & Rea, 2017) and must be addressed at both organizational and individual levels (Wanner, 2013), including employee skills, motivation, attitudes, and behaviors toward change initiatives.

Therefore, to ensure the successful organizational transformation of the Financial Education and Training Agency (BPPK) into an agile organization, it is essential to assess its current condition in implementing change. This will help achieve

the Ministry of Finance's goals of becoming a lean and boundaryless organization, developing adaptive and technology-savvy human resources, and leveraging advancements in information technology.

The Ministry of Finance has implemented bureaucratic transformation and agile organization initiatives since 2014, beginning with the digitization of treasury and budget systems, followed by technology-based tax services such as DJP Online and e-Filing in 2016. In 2019, the Ministry initiated organizational delayering by simplifying structures and converting structural positions into functional roles, starting with the Fiscal Policy Agency to enhance policy effectiveness.

Although the Ministry has strongly promoted agile organization reform, the Financial Education and Training Agency (BPPK) has not yet undergone a comprehensive readiness assessment. The main focus of agile readiness has remained on treasury and taxation services, while BPPK, as a supporting unit, has received limited attention. BPPK began its agile transformation in 2022 through organizational structure simplification, including the elimination of echelon III and IV positions in central and regional offices (Iswandari, 2024).

Given BPPK's strategic role in developing Ministry of Finance human resources, evaluating its organizational readiness is essential. This evaluation must cover business processes, organizational culture, and human resource preparedness to ensure effective utilization of resources and strengthen weak components of agile implementation.
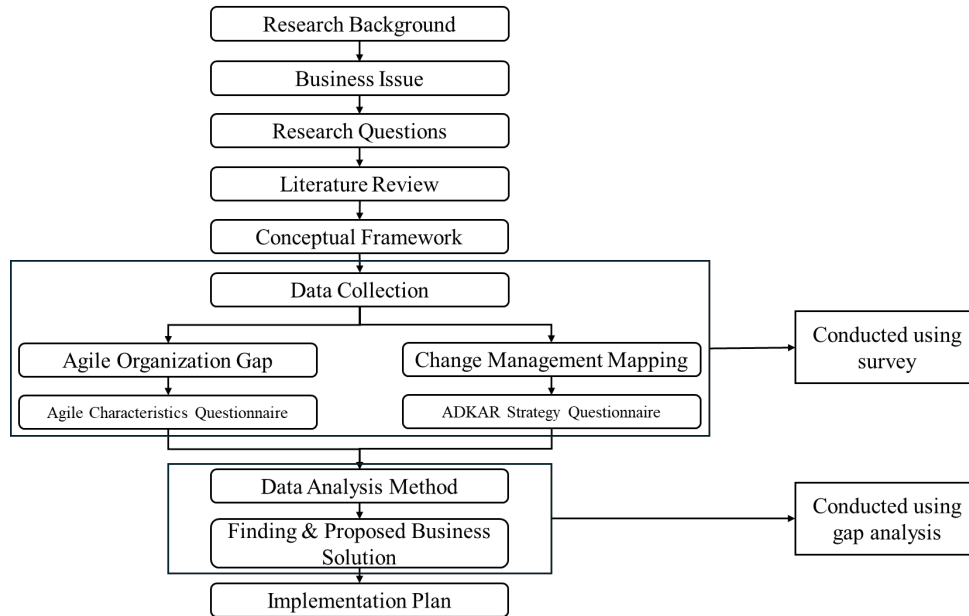
Survey results indicate that 46.05% of BPPK employees are still uncertain and 5.26% are not ready to transition from administrative to functional positions, reflecting potential resistance and limited understanding of the agile transformation. These conditions highlight the importance of implementing a structured change management strategy to reduce resistance and improve employee commitment.

Furthermore, gaps in agile transformation focus may create misalignment between Ministry-level objectives and BPPK's internal readiness. Aligning BPPK's transformation with the Ministry's phased agile agenda is necessary to support broader bureaucratic reform goals. Therefore, measuring agile organization implementation and strengthening change management strategies are critical to ensuring the success of BPPK's transition toward an agile organization.

2. Method
Research Design

This study will conduct research in accordance with the conceptual framework to assess the organization's current condition for implementing an agile organizational structure. The research design in this study contains several key elements ranging from research background to conclusion, as illustrated in figure below.

Figure 1. Research Design

This research is structured into five chapters. Chapter I presents the research background, identification of the business problem, formulation of research questions, and the scope and limitations of the study. Chapter II provides a comprehensive literature review and develops the conceptual framework underlying the research. Chapter III explains the research methodology, including data collection and data analysis methods. Chapter IV discusses the research findings, proposes potential business solutions, and outlines the implementation plan. Finally, Chapter V presents the conclusions and recommendations based on the research results.

Data collection is conducted using a survey method with an online questionnaire to obtain information on agile organization characteristics and change management strategies. After data collection, the analysis is carried out using gap analysis to identify discrepancies between current and ideal conditions.

Data Collection Method

This research aims to assess the current condition of the Financial Education and Training Agency (BPPK) in implementing agile organization policies as part of good governance practices, in order to support its transition into a more adaptive organization in an environment characterized by uncertainty and rapid change. The current condition is evaluated based on five agile organization characteristics: strategy, structure, process, people, and technology. The assessment results are used to identify gaps in each aspect and to formulate appropriate strategies for agile organization implementation aligned with organizational objectives.

Data collection employs both primary and secondary data sources. Primary data are obtained through questionnaires distributed to respondents, while secondary data are collected through desk research of organizational reports and documents related to agile organization implementation strategies. The questionnaire is distributed online using Google Forms. Respondents complete the questionnaire independently. Distribution is carried out to each unit within BPPK through official survey request letters and dissemination via internal WhatsApp networks to ensure accessibility.

The questionnaire is developed based on two main concepts: agile organization characteristics and change management strategies using the ADKAR model. Gap analysis is conducted by comparing the current condition with the ideal condition based on the five agile organization characteristics proposed by McKinsey: strategy, structure, process, people, and technology. Change management strategies are then mapped using the ADKAR framework for each component.

The sample size is determined using Slovin's formula to estimate the minimum number of respondents required from the population. Slovin's formula is widely used due to its practicality in determining sample size based on an acceptable margin of error (Adhikari, 2021; Katadata, 2023).

The sample size calculation using Slovin's formula is derived from the equation $n = \frac{N}{1+Ne^2}$, where N represents the total population, and e denotes the margin of error, which reflects the probability of committing an error in selecting a small representative sample of the population (Adhikari, 2021). In this research, the total population is the number of employees at the Financial Education and Training Agency (BPPK) as of October 2024, totaling 1,235 employees. A confidence level of 95% is used, corresponding to a margin of error of 5% or 0.05.

By using the formula above, the number of samples to be used in this research can be calculated as follows.

$$n = \frac{1.235}{1+1.235(0,05)^2} = 302$$

Based on the Slovin's formula calculation above, the determined sample size for collecting primary data using the questionnaire is 302, representing the population of the Financial Education and Training Agency.

The secondary data used in this research will focus on BPPK's performance reports for the 2021–2023 period, BPPK's financial data presented in the Budget Implementation List for the 2021–2023 period, and documentation of agile organization initiatives, such as meeting minutes, official reports, or dissemination activity presentations.

3. Result and Discussion
Validity Test Result

The validity test serves the purpose of verifying the legitimacy of questionnaire results, ensuring that the analysis conducted on the data is pertinent and valuable. The validity of the questionnaire results was assessed in this research using the Pearson Correlation.

The validity test results are presented as follows.

Table 1. Validity Test

Category	Question	Pearson Correlation Coefficient	r table	Result
Strategy	ST1	0.458	0.113	Valid
	ST2	0.554	0.113	Valid
	ST3	0.613	0.113	Valid
	ST4	0.165	0.113	Valid
Structure	SC1	0.552	0.113	Valid
	SC2	0.616	0.113	Valid
	SC3	0.458	0.113	Valid
	SC4	0.523	0.113	Valid
	SC5	0.123	0.113	Valid

	SC6	0.441	0.113	Valid
	SC7	0.546	0.113	Valid
Process	PR1	0.57	0.113	Valid
	PR2	0.315	0.113	Valid
	PR3	0.583	0.113	Valid
	PR4	0.614	0.113	Valid
	PR5	0.67	0.113	Valid
	PR6	0.573	0.113	Valid
People	PO1	0.567	0.113	Valid
	PO2	0.606	0.113	Valid
	PO3	0.504	0.113	Valid
	PO4	0.669	0.113	Valid
Technology	T1	0.511	0.113	Valid
	T2	0.516	0.113	Valid
	T3	0.394	0.113	Valid
Awareness	A1	0.626	0.113	Valid
	A2	0.639	0.113	Valid
	A3	0.683	0.113	Valid
	A4	0.666	0.113	Valid
Desire	D1	0.764	0.113	Valid
	D2	0.683	0.113	Valid
	D3	0.739	0.113	Valid
	D4	0.709	0.113	Valid
	D5	0.749	0.113	Valid
Knowledge	K1	0.652	0.113	Valid
	K2	0.663	0.113	Valid
	K3	0.665	0.113	Valid
	K4	0.668	0.113	Valid
Ability	AB1	0.751	0.113	Valid
	AB2	0.672	0.113	Valid
	AB3	0.628	0.113	Valid
	AB4	0.682	0.113	Valid
Reinforcement	R1	0.626	0.113	Valid
	R2	0.627	0.113	Valid
	R3	0.673	0.113	Valid
	R4	0.644	0.113	Valid
	R5	0.718	0.113	Valid

The critical value from the r table is compared with the Pearson Correlation Coefficient. The crucial value or r table used for 312 samples at a significant level of 5% is 0,113. All questions in the presented table demonstrate validity, which means that the questionnaire used in this research can be used for further analysis.

Reliability Test Result

The reliability test aims to evaluate the effectiveness of the measurement procedure employed in data collection. It is crucial for ensuring that a valid analysis can be conducted based on reliable data. Cronbach's Alpha value is used in this research to evaluate the validity of the survey responses.

The reliability test results are presented as follows.

Table 2. Reliability Test

Category	Question	Cronbach's α	Result
Strategy	ST1	0.956	Reliable
	ST2	0.955	Reliable

	ST3	0.955	Reliable
	ST4	0.958	Reliable
Structure	SC1	0.955	Reliable
	SC2	0.955	Reliable
	SC3	0.956	Reliable
	SC4	0.955	Reliable
	SC5	0.958	Reliable
	SC6	0.956	Reliable
	SC7	0.955	Reliable
Process	PR1	0.955	Reliable
	PR2	0.957	Reliable
	PR3	0.955	Reliable
	PR4	0.955	Reliable
	PR5	0.955	Reliable
	PR6	0.955	Reliable
People	PO1	0.955	Reliable
	PO2	0.955	Reliable
	PO3	0.956	Reliable
	PO4	0.955	Reliable
Technology	T1	0.955	Reliable
	T2	0.955	Reliable
	T3	0.956	Reliable
Awareness	A1	0.955	Reliable
	A2	0.955	Reliable
	A3	0.955	Reliable
	A4	0.955	Reliable
Desire	D1	0.954	Reliable
	D2	0.955	Reliable
	D3	0.954	Reliable
	D4	0.954	Reliable
	D5	0.954	Reliable
Knowledge	K1	0.955	Reliable
	K2	0.955	Reliable
	K3	0.955	Reliable
	K4	0.955	Reliable
Ability	AB1	0.954	Reliable
	AB2	0.955	Reliable
	AB3	0.955	Reliable
	AB4	0.955	Reliable
Reinforcement	R1	0.955	Reliable
	R2	0.955	Reliable
	R3	0.955	Reliable
	R4	0.955	Reliable
	R5	0.954	Reliable

The result of the reliability test shows value exceeding 0,6 across all categories, signifying the reliability for this research.

Agile Organization Characteristics Measurement Result
a. Results for Agile Organization Characteristics
   The table below shows the results of agile organization characteristics measurement including minimum score, maximum score, mean, and standard deviation.

Table 3. Agile Organization Characteristics Result

Characteristics	N	Min	Max	Mean	Std. Deviation
Strategy	312	1,25	4	3,08	0,54
Structure	312	2	4	3,27	0,45
Process	312	1,33	4	3,20	0,48
People	312	1,25	4	3,17	0,61
Technology	312	1,33	4	3,49	0,58
Average				3,24	

From the table of agile organization characteristics measurement results above, it is evident that the average score for the agile organization components is 3.24. The component with the highest average score is technology, while the component with the lowest average score is strategy. The agile characteristic with the highest standard deviation is People, indicating a relatively varied response to this characteristic. Conversely, the characteristic with the lowest standard deviation is Process, which suggests a nearly uniform response.

The figure above illustrates the average scores for the agile organization characteristics. The data indicates that the Technology characteristic has the highest score, while the Strategy characteristic has the lowest score.

b. Score for Agile Characteristics: Strategy, Structure, Process, People, and Technology.

The table below shows the results of strategy, structure, process, people, and technology characteristics including actual score, expected score and gap between actual and expected score.

Table 4. Characteristics Result

No	Description	Actual Score	Expected Score	Gap
ST1	BPPK's vision and objectives are understood and supported by all employees.	3.51	4	0.49
ST2	BPPK is quick to recognize and seize new opportunities in the external environment	3.30	4	0.70
ST3	Resources within BPPK can be reallocated quickly as needed	2.62	4	1.38
ST4	The strategic direction given by the leadership at BPPK is clear and easy to implement	2.88	4	1.12
Average Score		3.08		
No	Description	Actual Score	Expected Score	Gap
SC1	BPPK has a simple organizational structure that is easy for all employees to understand	3.08	4	0.92
SC2	Each BPPK employee has a clear role and is responsible for their respective tasks	3.19	4	0.81
SC3	Decision making at BPPK is carried out directly by the responsible party in the field	3.07	4	0.93
SC4	BPPK has a strong community of practice to share knowledge and expertise	3.29	4	0.71
SC5	BPPK actively establishes partnerships with various external parties	3.13	4	0.87
SC6	BPPK's work environment is open and allows for easy virtual and physical interaction	3.62	4	0.38
SC7	BPPK has a team work consisting of units that focus on specific goals and are fully responsible for the results	3.49	4	0.51
Average Score		3.27		

No	Description	Actual Score	Expected Score	Gap
PR1	BPPK often conducts testing and rapid improvements (iterations) and experiments to improve work processes	3.20	4	0.80
PR2	BPPK has work standards that support collaboration between teams/employees	3.25	4	0.75
PR3	BPPK's employees are encouraged to focus on work results that meet performance targets	3.47	4	0.53
PR4	At BPPK, every employee can easily access important information according to their needs	2.80	4	1.20
PR5	BPPK's employees are encouraged to continue learning and improving work skills continuously	3.55	4	0.45
PR6	Decision Making at BPPK is done quickly and implemented immediately	2.95	4	1.05
Average Score		3.20		
No	Description	Actual Score	Expected Score	Gap
PO1	BPPK creates a culture of togetherness and builds strong bonds among all employees to achieve common goals	3.26	4	0.74
PO2	Leadership at BPPK serves people in the organization, empowering and developing them	3.22	4	0.78
PO3	BPPK's employees have an entrepreneurial drive to take initiative and innovate	3.09	4	0.91
PO4	BPPK's employees are encouraged to move between roles according to their needs and interests in self-development	3.10	4	0.90
Average Score		3.17		
No	Description	Actual Score	Expected Score	Gap
T1	BPPK has a technology architecture that is continuously developed to meet the needs of the organization	3.41	4	0.59
T2	BPPK utilizes systems and technological tools that support smooth operations	3.51	4	0.49
T3	BPPK prioritizes the practice of developing the latest technologies to enhance effectiveness	3.54	4	0.46
Average Score		3.49		

Based on the gap analysis results, several agile organization components at BPPK remain below the average score and require focused improvement. In the **strategy** dimension, ST3 (resource reallocation) shows the largest gap (1.38), indicating that resources such as talent, capital, and technology cannot yet be optimally reallocated to support high-potential initiatives, while ST4 (strategic direction) reflects limited clarity and ease of implementation; in contrast, ST1 (shared purpose and vision) records the smallest gap (0.49), showing relatively strong alignment of organizational goals. In the **structure** dimension, SC3 (hands-on governance) has the largest gap (0.93), highlighting difficulties in delegating decision-making authority to teams, alongside issues in SC1 (clear and flat structure), SC2 (clear and accountable roles), and SC5 related to organizational clarity and external collaboration; meanwhile, SC6 (open physical and virtual environment) has the smallest gap (0.38), indicating a relatively supportive collaborative environment. In the **process** dimension, PR4 (information transparency) records a substantial

gap (1.20), suggesting limited access to real-time data for decision-making, while PR6 (action-oriented decision making) also needs improvement; conversely, PR5 (continuous learning) shows the smallest gap (0.45), reflecting a relatively strong learning culture. In the **people** dimension, PO3 (entrepreneurial drive) has the largest gap (0.91), followed closely by PO4 (role mobility) with a gap of 0.90, indicating challenges in proactive initiative-taking and role flexibility, whereas PO1 (cohesive community) has the smallest gap (0.74), suggesting that cultural norms are relatively well maintained. Finally, in the **technology** dimension, T1 (evolving technology architecture) shows the largest gap (0.59), indicating the need for further development toward modular and scalable systems, while T3 (next-generation technology development and delivery practices) records the smallest gap (0.46), reflecting relatively effective implementation of cross-functional and continuous innovation practices. Overall, these findings demonstrate that although some agile practices are already well developed, significant improvements are still required across multiple dimensions, with particular emphasis on resource reallocation, information transparency, governance delegation, and entrepreneurial capability.

c. Agile Organization Characteristics Gap Analysis

The table below shows the results of agile organization characteristics gap analysis including actual score, expected score and gap between actual and expected score.

Table 5. Agile Organization Characteristics Gap Analysis

Characteristics	Actual Score	Expected Score	Gap Score	Gap Condition
Strategy	3.08	4	0.92	• Resources within BPPK cannot be reallocated quickly as needed • The strategic direction given by the leadership at BPPK is unclear and not easy to implement
Structure	3.27	4	0.73	• BPPK doesn't have a simple organizational structure that is easy for all employees to understand • Each BPPK employee doesn't have a clear role and is responsible for their respective tasks • Decision making at BPPK is carried out directly by the responsible party in the field • BPPK actively establishes partnerships with various external parties
Process	3.20	4	0.80	• At BPPK, every employee cannot easily access important information according to their needs • Decision Making at BPPK isn't done quickly and implemented immediately
People	3.17	4	0.83	• BPPK's employees don't have an entrepreneurial drive to take initiative and innovate • BPPK's employees are not encouraged to move between roles according to their needs and interests in self-development

Technology	3.49	4	0.51	• BPPK has not a technology architecture that is continuously developed to meet the needs of the organization
Average Score	3.24			

Change Management Strategy Assessment Result

In addition to measuring the characteristics of an agile organization, an evaluation of the change management strategy implemented at BPPK is also necessary to identify areas of the change management strategy that are effective and those that still require improvement at BPPK.

a. Results for Change Management Strategy

The table below shows the results of change management strategy assessment including minimum score, maximum score, mean, and standard deviation.

Table 6. Change Management Strategy Result

Characteristics	N	Minimum	Maximum	Mean	Std. Deviation
Awareness	312	1.25	4	3.06	0.68
Desire	312	1	4	2.99	0.69
Knowledge	312	1.25	4	2.97	0.67
Ability	312	1	4	2.72	0.83
Reinforcement	312	1	4	2.81	0.70
Average Score				2.91	

From the table presenting the change management strategy analysis above, the average score for all components of the ADKAR model change management strategy is 2.91. Among the components, Awareness has the highest score, while Ability has the lowest. Regarding standard deviation, the Reinforcement component exhibits the highest standard deviation, indicating significant variability in responses, whereas the Knowledge component has the lowest standard deviation, reflecting more consistent responses.

b. Score for Change Management Strategy: Awareness, Desire, Knowledge, Ability, and Reinforcement.

The table below shows the results of awareness, desire, knowledge, ability, and reinforcement strategy including actual score, expected score and gap between actual and expected score.

Table 7. Strategy Result

No	Description	Actual Score	Expected Score	Gap
A1	BPPK has various internal communication channels to support effective communication regarding the delivery of information about organizational changes towards an agile organization.	3.41	4	0.59
A2	Leaders at BPPK actively communicate the importance of implementing an agile organization to all employees	3.33	4	0.67
A3	Structural officials at BPPK regularly provide explanations and updates related to the initiatives for changing towards an agile organization	2.81	4	1.19
A4	Information about the urgency and benefits of organizational change is available and easily accessible to employees through BPPK's internal communication media	2.68	4	1.32
Average Score		3.06		

No	Description	Actual Score	Expected Score	Gap
D1	BPPK actively encourages employee involvement in supporting the transition to an agile organization	3.18	4	0.82
D2	BPPK has provided the necessary training and support to structural officials to become change leaders in their respective work units	3.08	4	0.92
D3	BPPK has mapped out the risks and potential obstacles in the process of transitioning to an agile organization and has explained the mitigations to employee	3.11	4	0.89
D4	BPPK involves employees in the design and implementation process of organizational changes	3.03	4	0.97
D5	BPPK's incentive and reward programs have been aligned to encourage employees to contribute to this change	2.53	4	1.47
Average Score		2.99		
No	Description	Actual Score	Expected Score	Gap
K1	BPPK has provided relevant training or educational programs to support employees' understanding of agile organization principles	3.38	4	0.62
K2	BPPK offers work guides or job aids to help employees understand their roles in the change process	2.88	4	1.12
K3	BPPK has provided coaching or mentoring sessions for employees to support the implementation of changes	2.83	4	1.17
K4	BPPK has forums or discussion groups to share experiences and knowledge about the implementation of organizational changes	2.80	4	1.20
Average Score		2.97		
No	Description	Actual Score	Expected Score	Gap
AB1	BPPK ensures that managers in each work unit actively support employees in overcoming the challenges of implementing an agile organization	3.07	4	0.93
AB2	Employees at BPPK have direct access to experts or specialists who can help explain the technical aspects of the change	2.62	4	1.38
AB3	The training conducted by BPPK includes simulations or hands-on exercises to enhance employees' skills in implementing changes	2.64	4	1.36
AB4	BPPK has implemented a monitoring system to track the adoption of changes and employee performance in this process	2.54	4	1.46
Average Score		2.72		
No	Description	Actual Score	Expected Score	Gap
R1	BPPK celebrates small successes achieved during the transition to an agile organization	2.80	4	1.20
R2	BPPK awards or recognizes employees or teams who successfully support this change	2.89	4	1.11
R3	BPPK regularly solicits feedback from employees to evaluate the success of the change implementation	3.04	4	0.96
R4	Performance evaluations related to the implementation of change at BPPK are conducted periodically to ensure its sustainability	2.73	4	1.27

R5	BPPK has a clear accountability system to ensure that every individual or team fulfills their roles in supporting this change	2.58	4	1.42
Average Score		2.81		

The results of the awareness strategy implementation at BPPK show that although several components have performed relatively well, significant gaps remain across multiple areas of change management. In the **awareness** dimension, A3 (regular explanations from structural officials) and A4 (information on urgency and benefits of change) fall below the average, indicating weak communication consistency and limited accessibility of change-related information, while A1 (internal communication channels) and A2 (leadership communication) demonstrate better performance. In the **desire** dimension, D5 (incentives and rewards) records the largest gap, highlighting insufficient motivation mechanisms, whereas D1–D4 show moderate alignment with expected performance. In the **knowledge** dimension, K2, K3, and K4 are below average, reflecting limited job aids, mentoring, and knowledge-sharing forums, although K1 (training programs) performs relatively well. In the **ability** dimension, AB2, AB3, and AB4 show substantial gaps, particularly in monitoring systems, hands-on training, and access to experts, while AB1 (managerial support) is the strongest component. Finally, in the **reinforcement** dimension, R1, R2, R4, and especially R5 (accountability system) remain below average, indicating weaknesses in recognition, evaluation, and accountability, whereas R3 (employee feedback) shows the closest alignment with expectations. Overall, these findings indicate that BPPK's awareness strategy and change management practices require substantial improvement, particularly in communication consistency, incentive systems, knowledge-sharing mechanisms, monitoring processes, and accountability structures to support a successful agile organization transformation.

Analysis Summary
a. Agile Organization Implementation
   The table below shows the gap condition of agile organization characteristics found from the gap analysis above.

Table 8. Agile Organization Gap Condition

Aspect	Large Gap Value	Gap Condition
Agile Organization	Strategy	• Resources within BPPK cannot be reallocated quickly as needed • The strategic direction given by the leadership at BPPK is unclear and not easy to implement
	Process	• At BPPK, every employee cannot easily access important information according to their needs • Decision Making at BPPK isn't done quickly and implemented immediately
	People	• BPPK's employees don't have an entrepreneurial drive to take initiative and innovate

		• BPPK's employees are not encouraged to move between roles according to their needs and interests in self-development

b. Change Management Strategy Assessment

The table below shows the change management level implemented based on the gap value identified.

Table 9. Change Management Level Implementation

Strategy	Strategy Implemented	Level Implementation (based on gap value)
Awareness	BPPK has various internal communication channels	Above average score
	Leaders actively communicate the importance of implementing agile organization	Above average score
	Structural officials at BPPK have provided explanations and updates on initiatives for changing towards an agile organization regularly	Below average score
	Information about the urgency and benefits of organizational change is available and easily accessible to employees through BPPK's internal communication media	Below average score
Desire	BPPK actively encourages employee involvement	Above average score
	BPPK provided necessary training and support to structural officials	Above average score
	BPPK has mapped out the risk and potential	Above average score
	BPPK involves employees in the design and implementation process	Above average score
	BPPK's incentive and reward programs have been aligned to encourage employees to contribute to this change optimally	Below average score
Knowledge	BPPK provided relevant training or educational programs	Above average score
	BPPK offers work guides or job aids to help employees understand their roles in the change process	Below average score
	BPPK has provided coaching or mentoring sessions for employees to support the implementation of changes	Below average score
	BPPK has forums or discussion groups to share experiences and knowledge about the implementation of organizational changes	Below average score
Ability	BPPK ensures managers actively support employees in overcoming challenges of implementing agile organization	Above average score
	Employees at BPPK have direct access to experts or specialists who can help explain the technical aspects of the change	Below average score
	The training conducted by BPPK includes simulations or hands-on exercises to enhance employees' skills in implementing changes	Below average score
	BPPK has implemented a monitoring system to track the adoption of changes and employee performance in this process	Below average score
Reinforcement	BPPK celebrates small successes achieved during the transition to an agile organization	Below average score

	BPPK awards or recognizes employees or teams who successfully support this change	Above average score
	BPPK regularly solicits feedback from employees	Above average score
	Performance evaluations related to the implementation of change at BPPK are conducted periodically to ensure its sustainability	Below average score
	BPPK has a clear accountability system to ensure that every individual or team fulfills their roles in supporting this change	Below average score

Business Solution

Based on the results of the gap analysis in the previous subchapter, it was found that certain areas within the agile organization characteristics and change management strategies scored below the average for each component. Referring to these results, BPPK can focus its resources on closing or reducing the gaps in each component while fostering employee engagement in the change process by implementing these change management strategies that focus on the gap as mentioned above.

a. Building Awareness
   1. Optimize all internal communication channels to deliver tailored information on strategic, process, and people changes effectively.
   2. Echelon 1 and 2 leaders actively communicate the importance of change through regular forums and act as visible sponsors.
   3. Echelon 3 and 4 officials routinely provide updates and explanations of change initiatives to employees.
   4. Provide easily accessible information on the urgency, benefits, and progress of organizational change through dedicated platforms.

b. Fostering Desire
   1. Encourage employee participation in change initiatives through involvement, feedback, and discussion.
   2. Train and support structural officials to become effective change leaders.
   3. Communicate risk mapping and mitigation strategies to reduce employee concerns.
   4. Involve employees in designing and implementing organizational changes.
   5. Align incentive and reward systems to recognize employee contributions to change.

c. Providing Knowledge
   1. Deliver relevant training focused on decision-making, authority, and innovative mindset.
   2. Provide clear work guides and job aids aligned with employee roles.
   3. Offer coaching and mentoring to support change implementation.
   4. Create discussion forums to share experiences and knowledge.

d. Ensuring Ability
   1. Strengthen managerial support in helping employees overcome implementation challenges.
   2. Provide direct access to experts or specialists.
   3. Conduct simulation-based and hands-on training.
   4. Implement monitoring systems to track adoption and performance.

e. Establishing Reinforcement
  1. Celebrate small successes during the transition.
  2. Reward individuals or teams that support change successfully.
  3. Regularly collect employee feedback to evaluate implementation.
  4. Conduct periodic performance evaluations for continuous improvement.
  5. Apply a clear accountability system to ensure sustainable change.

4. Conclusion

BPPK of the Ministry of Finance has largely adopted agile organization characteristics, particularly in the areas of structure and technology. Its organizational structure reflects empowered, interconnected teams supported by transparency, collaboration, accountability, and a stable ecosystem, while its technological practices effectively enable flexibility and speed. Through the ADKAR change management model, BPPK has demonstrated strong performance in building awareness, fostering desire, and providing knowledge, indicating a well-managed transition toward agility. However, improvement is still required in the strategy, process, and people dimensions, particularly in resource allocation, strategic clarity, access to information, decision-making speed, entrepreneurial culture, and role mobility. To ensure sustainable transformation, BPPK should further strengthen its change management efforts by emphasizing ability development and reinforcement mechanisms to prevent regression and support continuous organizational adaptation.

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