

Organizational Capacity of the PMPTSP Office of Bandar Lampung City in Implementing A Collaborative and Dynamic Work System

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ABSTRAK

Kapasitas perubahan organisasi menentukan seberapa mudah suatu organisasi dapat menerapkan perubahan organisasi. Penelitian ini bertujuan untuk memberikan gambaran tentang analisis kapasitas organisasi Dinas PMPTSP Kota Bandar Lampung dalam menerapkan sistem kerja baru yang kolaboratif dan dinamis. Penelitian ini bersifat kualitatif dengan pendekatan deskriptif. Hasil penelitian ini menunjukkan bahwa kapasitas organisasi Dinas PMPTSP Kota Bandar Lampung dapat mendukung terlaksananya sistem kerja baru yang kolaboratif dan dinamis, khususnya pada aspek kepemimpinan. Komitmen kepemimpinan yang kuat dengan gaya kepemimpinan transformasional dan transaksional merupakan modalitas bagi kapasitas organisasi Dinas PMPTSP untuk mengatasi segala tantangan dan hambatan pada tahap awal proses dan keberlanjutan perubahan organisasi. Kepala Dinas PMPTSP Kota Bandar Lampung telah mengaktualisasikan gaya kepemimpinan transformasional dan transaksional secara optimal. Hal ini dibuktikan dengan berbagai capaian penilaian dengan predikat baik dan penghargaan yang telah diterima dari berbagai pihak. Kapasitas organisasi Dinas PMPTSP untuk melakukan perubahan semakin kuat dengan komitmen dan dukungan Walikota Bandar Lampung untuk meningkatkan pelayanan publik. Keterbatasan anggaran terutama untuk pengembangan SDM dapat diatasi dengan mengembangkan knowledge sharing melalui rapat dan diskusi internal serta membuat media sosial (Whatsapp dan Telegram). Implikasi dari penelitian ini adalah pentingnya memperkuat komitmen kepemimpinan dan dukungan dari pihak terkait dalam menghadapi tantangan dan hambatan dalam perubahan organisasi.

ABSTRACT

Organizational change capacity determines how easily an organization can implement organizational change. This study aims to provide an overview of the organizational capacity analysis of the Bandar Lampung City PMPTSP Office in implementing a new collaborative and dynamic work system. This research is qualitative with a descriptive approach. The results of this study show that the organizational capacity of the Bandar Lampung City PMPTSP Office can support the implementation of a new collaborative and dynamic work system, especially in the leadership aspect. Strong leadership commitment with transformational and transactional leadership styles is a modality for the organizational capacity of the PMPTSP Office to overcome all challenges and obstacles in the early stages of the process and the sustainability of organizational change. The Head of PMPTSP Bandar Lampung City Office has actualized the transformational and transactional leadership style optimally. This is evidenced by various assessment achievements with good predicates and awards that have been received from various parties. The organizational capacity of the PMPTSP Office to make changes is getting stronger with the commitment and support of the Mayor of Bandar Lampung to improve public services. Budget constraints, especially for human resource development, can be overcome by developing knowledge sharing through internal meetings and discussions and creating social media (WhatsApp and Telegram). The implication of this research is the importance of strengthening leadership commitment and support from related parties in facing challenges and obstacles in organizational change.

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1. INTRODUCTION

The pathology of bureaucracy has long been detrimental to both central and local governments and has also made Indonesia less competitive at the global level. From several international index in 2020, such as the Global Business Complexity Index, WEF Global Competitiveness Report, Ease of Doing Business Index, and Global Corruption Barometer, Indonesia became the most complex country to do business, poor public service performance, and high levels of corruption. Various improvement efforts have been made by the government to bring excellent public services to the community. The government has issued a sustainable reform policy from 2010-2024 as an effort to cut bureaucratic pathology (Gaus et al., 2017; Turner et al., 2022). The bureaucratic reform policy has encouraged service improvements in Ministries/Institutions and Local Governments through innovation. For example, innovations in Yogyakarta, Sragen, Surakarta, Solok, Jemberana, Tarakan, Tanah Datar and Surabaya have satisfied the public. However, overall improvements in the aspects of business licensing and public service delivery have not yielded significant results. Survey data presented by Metro TV in 2019 shows, among others, that 36% of respondents had problems with licensing services, 17.3% were constrained by land acquisition, 15.2% highlighted regulations. In addition, the survey showed the potential obstruction of business licenses from 24 companies with a total investment of IDR 708 trillion.

Bureaucratic simplification is one of the president's 2019-2014 programs aimed at cutting the long bureaucracy, which characterizes traditional bureaucracy. Bureaucratic simplification will leave the bureaucracy with only 2 levels. Structural positions are replaced with functional positions that value expertise and competence, that according to the characteristics of an agile organization, works in a collaborative and dynamic manner (Gaus et al., 2017; Rusliandy, 2022). The collaborative and dynamic work system transformation policy is regulated through PANRB Ministerial Regulation number 7/2022 and complemented by PANRB Ministerial Regulation number 6/2022 on ASN performance management. Based on Minister of PANRB Regulation number 7/2022, all government agencies must have implemented the new work system by February 16, 2023. The evaluation results of the Ministry of PANRB, out of a total of 696 central and regional agencies, only 2 agencies have implemented a collaborative and dynamic work system. Of these 2 agencies, 1 agency is only within the department and 1 agency implements a work team with members from across different departments. While others: 113 agencies have received socialization of Permen PANRB number 7/2022; 95 agencies are drafting and 18 agencies have stipulated internal regulations as a derivative of Permen PANRB 7/2022.

To encourage the implementation of the new work system, the Ministry of PANRB has designated 5 provincial governments, including the Lampung Provincial Government, as pilot projects to implement the new work system. Provincial governments that become pilot projects will receive some intensive assistances from the Ministry of PANRB to develop regulations, adjust standard operating procedures and business processes after bureaucratic simplification is implemented. With effective assistance, the five provincial governments are expected to immediately implement the new work system. The Investment and One-Stop Service Office (the PMPTSP Office) of Bandar Lampung City is included in the category of agencies that have not implemented the new work system. In fact, according to Permendagri number 25 of 2021, the PMPTSP Office has a strategic role in investment, licensing and non-licensing business affairs. In addition, based on Presidential Regulation number 89/2021, the PMPTSP Office has the mandate to manage the Public Service Mall (MPP). Both mandates are in line with the president's priority programs.

With the above considerations, the PMPTSP Office of Bandar Lampung City is relevant to be used as a research location. There have been many studies that discuss bureaucratic simplification in Ministries/Institutions/Regions from the aspect of the impact of equalizing positions, as one of the stages of simplifying the bureaucracy (Maulana et al., 2022; Nisa et al., 2022; Sukamtono et al., 2022). However, there has not been much research on the implementation of collaborative and dynamic work systems. Moreover, research with the same theme at the PMPTSP Office of Bandar Lampung City has not been conducted. The question explored in the research is "how will the strategy developed by the PMPTSP Office of Bandar Lampung City to implement a new collaborative and dynamic work system?" The objectives of this study are, first, to analyze the organizational capacity of the PMPTSP Office of Bandar Lampung City in implementing a collaborative and dynamic work system as an effort to realize an agile Indonesian bureaucracy. Second, to analyze the challenges and factors that hinder the successful implementation of work transformation. This research is expected to be useful as an evaluation and feedback to realize a collaborative and dynamic work system, as well as reference material for further research. The concept of the agile organization was first developed in 2001, which was introduced by software development companies. Agile organizations practice work methods that have different characteristics from traditional organizations. The work method is known as the agile method. The concept of agile organizations then spreads into various public sector organizations, which are used for

several purposes, such as the development of digital-based public services, and public policy making. In summary, the concept of agile organization policy implementation is presented in Figure 1.

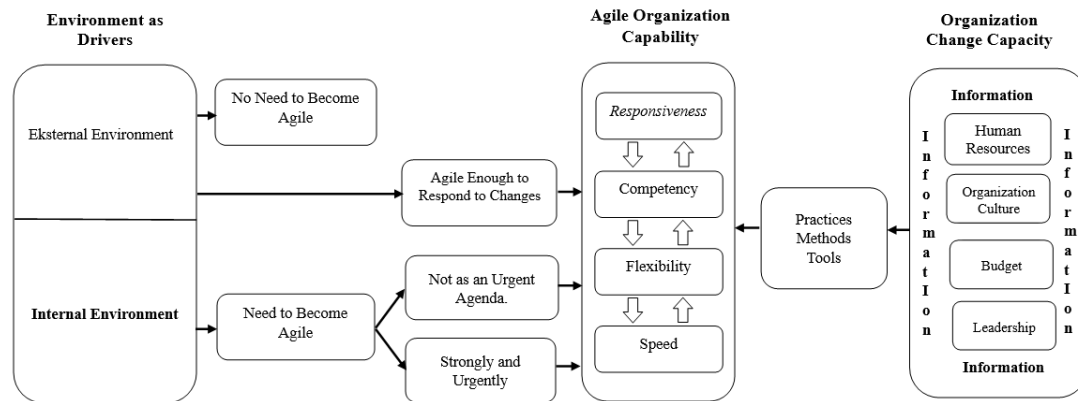


Figure 1. The concept of Agile Organizational Policy Implementation (Walter, 2021)

Agile organizations have the capacity to recognize changes in internal and external environments and integrate strategies, managerial capabilities, resources, methods and tools to respond proactively/reactively to changes that occur in a timely, affordable, and relevant manner (Walter, 2021; Zakrzewska et al., 2022). By becoming an agile organization, the organization has the ability of responsiveness, competency, flexibility, and speed. Indonesia is one of the countries that will make its bureaucracy into an agile bureaucracy. An agile bureaucracy is realized through the transformation of a collaborative and dynamic work system. The stages of transforming the work system are preceded by transforming the organizational structure and equalizing positions. The old bureaucracy to be organization structure becomes flat; decision making is expected to be faster and more efficient; sectoral egos can be eroded; collaboration grows within work units, across work units and across agencies; functional officials play an important role with clear career development; employee orientation focuses on achieving organizational/joint performance; and optimal SPBE implementation.

Although there are many benefits obtained from an agile organization, based on the 2017 McKinsey global survey, social organizations and the public sector that are or have successfully carried out an agile organizational transformation are only around 40% with the transformation process being carried out very slowly (Faro et al., 2022; Nuottila et al., 2016; Setili, 2015). These results are reinforced by the opinion of previous research which states that the implementation of agile organizational policies in large-scale organizations, such as bureaucracies, tends to fail because it is faced with high complexity (Dikert et al., 2016; Dumitriu et al., 2019). Several studies have been conducted to analyze and evaluate critical success factors (CSFs) to implement of agile organizations, both private organizations and public sector organizations. Some CSFs such as limiting authority and compliance with regulations; leadership; flexible budget; human resources related to the number and quality of human resources, resistance, readiness to change, digital literacy, human resource development, lack of understanding of new policies; organization culture; and communication and collaboration (Denning, 2018; L. Holbeche, 2019; Mergel, 2016; Mishra et al., 2021; Zakrzewska et al., 2022).

In this study, the key factors are classified into 4 factors, namely Organization Culture, Human Resources, Budget and Leadership. These four factors must be owned by the organization and become the organization's capacity to make changes (Organization Change Capacity/OCC). Organizational culture is a key factor in developing an agile organization. In previous research, explained that organizational culture has a very significant effect on knowledge transfer in public organizations in Iran (Adeinat & Abdulfatah, 2019; Pool et al., 2014). Culture change and teams are critical elements in agile organizational transformation. Elements in organizational culture that affect the successful implementation of an agile organization policy, such as organizational structure to flat, transparent communications in creating collaboration between all stakeholders, resistance from leaders and employees, willingness and readiness to change, regulatory boundaries related to what can be done by the organization, utilization of information and communication technology, innovation in the organization that depends on several individuals, independence both work teams and individual members, and performance measurement. Leaders have a very important role in realizing transformation. How large the scale of organizational change that can be implemented depends on the ability of leaders to have comprehensive change management and create a new organizational culture and employees' mindset that supports the achievement of change targets. Human resources are the capital and competitive advantage for the

organization. The success of the organization is highly dependent on employees who have competencies and behaviors that are in accordance with organizational goals and organizational culture. Previous research stated that HR is a key factor in the successful implementation of agile organizational policies (Alipour et al., 2022; Kalenda et al., 2018). Continuous empowerment of HR is important. Employee empowerment is an effort to increase HR capacity so as to increase added value and play roles and responsibilities in the organization with efficiency and effectiveness. Apart from formal channels, HR empowerment can be done informally through knowledge transfer between leaders and employees as well among employees. The organization must become a learning organization.

Currently, the Government of Indonesia adopts a performance-based budget system. With a performance-based system, the budget of government agencies refers to the performance results targeted to achieve priority programs (Suryanto & Kurniati, 2020; Waworuntu & Runtu, 2014). The availability of department's budget fulfillment in government agencies depends on the availability of budget resources owned by the government. For the regional budget, the APBD comes from the APBN and local own-source revenue. In the context of implementing agile organizational policies, based on similar research, in the early stages of policy implementation, the budget needs for HR empowerment are very large (Stanton et al., 2014; Van De Voorde et al., 2016). This is because human resources do not fully understand the collaborative and dynamic work system being implemented, including other changes such as new organization culture and performance measurement. Socialization activities that invite resource persons and education and training are needed to adjust HR competencies due to additional HR budget is difficult to obtain. In fact, budget flexibility is an absolute requirement for the sustainability of agile organizational policy implementation. Public sector organizations are less advanced than the private sector in implementing flexible models. Changing long-standing governance models, budget, and funding can be particularly difficult. In the budgeting aspect of government agencies in Indonesia, budget flexibility is limited to shifts in the budget that each agency already has. Requests for additional budgets, if possible, go through a complicated process and require the approval of top leadership (president/vice president, governor, regent/mayor). Leadership is a key factor. In terms of bureaucratic reform, the progress of reform is highly dependent on leadership style. This also applies to bureaucratic simplification policies. Top-down and disciplined leadership styles are not suitable for encouraging collaboration, innovation, and the independence of work teams and work team members, which characterize agile organizations (Appelbaum et al., 2017; Bařkarada & Koronios, 2018). Leaders who can be facilitators in the early and sustained stages of agile organizational change are leaders who have transformational leadership and transactional leadership types (Turner et al., 2022; Yildiz & Aykanat, 2021).

Leaders with transformational leadership type are leaders who motivate and empower the people they are responsible for to work together to realize the vision of the organization. Transformational leadership type has characteristics, among others, showing high moral and ethical values; inspiring, empowering and encouraging subordinates; encouraging subordinates to be creative and innovative; and paying special attention to the achievement of subordinates. Meanwhile, leaders with transactional leadership type are leaders who have a type of leadership with the use of reward and/or punishment systems to encourage subordinate compliance. Usually, the transactional leadership style already determines the standard of work that must be fulfilled properly. The transactional leadership type has the characteristics of actively monitoring deviations from norms, violations of agreements, when necessary, the leader makes corrections; and waits to make repairs for deviations, errors and failures that occur. In the case of regional head leadership in Indonesia, there are differences in leadership styles according to the characteristics of each region. Leaders who are considered reformists according to the characteristics of transformational leadership, still carry out patronage to realize innovations to improve public services and adapt to the internal and external environment. Based on the literature review, the relationship between the concepts used in the study can be seen in Figure 2.

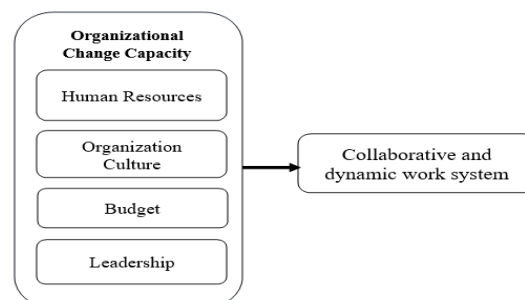


Figure 2. Relationship Between Concepts

2. METHODS

The type of research used is descriptive research with a qualitative approach. Taking research informants using purposive sampling. The research informants were consisting of The Head of PMPTSP Office of Bandar Lampung City, Business Licencing Officer (*Penata Perizinan*) and Investment Management Officer (*Penata Kelola Penanaman Modal*). The reasons for choosing these informants are, first, The Head of PMPTSP Office is the top leader at the PMPTSP Office, who has the obligation to immediately implement changes in the work system into a collaborative and dynamic work system. Second, the Business Licencing Officer and Investment Management Officer are the ones who will implement the new work system. Data analysis uses the stages of data reduction, data presentation and conclusion drawing/verification (Merriam & Tisdell, 2015). Data validity techniques in this research are observation persistence and triangulation of theories and sources. Primary data collection methods were semi-structured interviews conducted online via Zoom and telephone, and observation. Secondary data collection techniques were obtained from literacy studies and quoting various regulations and information related to the object of research.

3. RESULTS AND DISCUSSIONS

Results

Sstructural officials of the PMPTSP Office of Bandar Lampung City in accordance with the Mayor Regulation number 53/2016 as many as 21 people. At the time of the equalization of positions, the number of structural officials was 19 people. There were 2 vacant structural positions, Head of PMPTSP Office position and Head of Finance and Assets Subdivision. For the vacant Head of Service position, one Head of Division was appointed as the Acting Head of PMPTSP Office. Meanwhile, the Head of Finance and Assets Subdivision has moved to the Lampung Provincial Government office and there is no replacement official yet. The composition of the human resources of the PMPTSP Office of Bandar Lampung City after the equalization process and inauguration on December 31, 2021 can be seen in Table 1.

Table 1. Composition of Human Resources of the PMPTSP Office of Bandar Lampung City by Position after Position Equalization (December 31, 2021)

Before Equalization of Positions			After Equalization of Positions	
Structural	Positions Formation	Number (people)	Structural and Functional	Number (people)
Head of PMPTSP Office	1	0	Head of PMPTSP Office	0
Office Secretary	1	1	Office Secretary	1
Head of Subdivision	3	2	Head of Subdivision	1
Head of Division	4	4	Senior Central and Regional Financial Analyst	1
Head of Section	12	12	Associate Policy Analyst	4
			Senior Policy Analyst	12
Total	21	19		19

Source: Processed primary data by author

After the position equalization process, employee mutations occurred which caused changes in the composition of structural positions and functional positions at the PMPTSP Office of Bandar Lampung City: (a) One of the Associate Policy Analysts was promoted to Head of Service; (b) One Senior Functional Position retired; (c) One Executive switched to become a Junior Planner (*Perencana Ahli Pertama*); and (d) All Associate and Senior Policy Analysts were transferred to Business Licencing Officers and Investment Management Officers. So that the composition of HR structural and functional officials of the PMPTSP Office remains 19 people, with 2 position formations still vacant. The latest composition of the human resources of the PMPTSP Office of Bandar Lampung City based on positions can be seen in Table 2.

Table 2. Composition of Human Resources of the PMPTSP Office of Bandar Lampung City Based on Position as of April 30, 2023

No.	Structural and Functional Positions	Number (people)	No.	Structural and Functional Positions	Number (people)
1.	Head of PMPTSP Office	1	6.	Associate Business Licencing Officer (<i>Penata Perizinan Ahli</i>)	2

No.	Structural and Functional Positions	Number (people)	No.	Structural and Functional Positions	Number (people)
2.	Office Secretary	1	7.	Associate Investment Management Officer (Penata Kelola Penanaman Modal Ahli Madya)	1
3.	Head of Subdivision	1	7.	Senior Business Licencing Officer (Penata Perizinan Ahli Muda)	7
4.	Senior Central and Regional Financial Analyst	1	8.	Senior Investment Management Officer (Penata Kelola Penanaman Modal Ahli Muda)	4
5.	Junior Planner	1			

Source: Processed primary data by author

From Table 2, it can be seen that currently the PMPTSP Office of Bandar Lampung City has 6 types of functional positions. The six types of functional positions have different fostering agencies. With this condition, The Head of PMPTSP Office faces challenges in managing human resources. Management of functional positions Functional positions are very different from structural positions. Several things are different in the management of functional positions compared with structural positions: (a) recruitment of functional positions through a competency test; (b) promotion and position levels require certain credit score requirements; (c) special education and training is required for functional officials; (d) functional position management arrangements made by the supervising agency vary.

Other challenges faced by The Head of PMPTSP Office concern the management of functional positions of Licensing Business Officer and Investment Management Officer. These two functional positions are relatively new. The functional positions of Licensing Business Officer and Investment Management Officer are newly formed in conjunction with the simplification process. Licensing Business Officer was established based on Minister of PANRB Regulation number 22/2022, with the Ministry of Home Affairs as the fostering agency. While the functional position of Investment Management Officer is regulated by Minister of PANRB Regulation number 51/2022, with the Ministry of Investment/Investment Coordinating Board (BKPM) as the fostering agency. Until now, several regulatory tools to regulate the management of the two positions have not been completed. The problem of managing functional positions is increasingly complex with the issuance of Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation No. 1/2023, which eliminates the provision of fulfillment of the activities to obtain credit scores for the requirements for promotion and higher rank. Functional officials get sufficient credit from the conversion of performance assessment on the fulfillment of performance targets set by the direct leader as a performance appraisal official. The Minister of PANRB Regulation mandates all supervisory agencies to adjust the management rules for functional positions. This change in the assessment concept changes employees' understanding of the functional positions.

Discussion

HR Competencies and Skills

The PMPTSP Office has tasks and functions that have a direct impact on the achievement of the President's priority programs, namely increasing investment through simplifying the business licensing and non-business licensing processes, as well as improving public services through the MPP. In carrying out its duties, the PMPTSP Office coordinates with several stakeholders, such as Ministry of Investment/BKPM, Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN), the Ministry of Forestry and Environment, the and the Ministry of Public Works and Housing (Ministry of PUPR). Each agency that coordinates with the PMPTSP Office has utilizing advances in information and communication technology to accelerate service. The PMPTSP Office itself has the Sai Betik application. Sai Betik was used to process license applications from the community. Currently, the Sai Betik application is used to process non-business licenses, such as health worker licenses, research certificates, and others. The challenge faced by The Head of PMPTSP Office is how to improve digital literacy, not only for employees but also for the community. In addition, The Head of PMPTSP Office is obliged to increase other competencies so that employees have professionalism according to the requirements as functional officials.

Organizational Culture

The new work system that wants to be implemented in the Indonesian bureaucracy is very different from the previous work system. The use of the agile organization approach requires a change in

organizational culture, leadership style, and mindset of leaders and employees (Bligh et al., 2018; L. S. Holbeche, 2019). As is generally characteristic of traditional organizations, the task direction at the PMPTSP City of Bandar Lampung flows from top-bottom and accountability from bottom-top. Structural officials can rely on subordinates to achieve performance. Meanwhile, for functional officials, individuals must have work independently, both in individual assignments and in work teams. Functional officials are also required to have the ability to collaborate with various stakeholders to achieve organizational performance targets. In an agile organization, employees are required to have the ability and speed of adaptation that provides an excellence competitiveness (Balog, 2020; Saha et al., 2017). Improving the way communication between leaders and employees needs to be done. Improved communication provides benefits for performance and as a solution to increase competence through knowledge sharing. Successfully implementing good knowledge management is the difference between successful and failed organizations (Imran et al., 2016; Pandey et al., 2018). Previous research suggested changes to the open workspace to create a sense of community and open communication for work teams, such as implementing synergy spaces (Ansio et al., 2020; Aslam et al., 2021). In contrast, the condition of working space of functional officials at the PMPTSP Office of Bandar Lampung City still have separate and closed rooms. This condition is caused by structural officials who are accustomed to a hierarchical work system will be confused by fundamental changes in the employees's mindset and organizational culture.

In general, the work system implemented at the PMPTSP Office of Bandar Lampung City still refers to the old work system. Minister of PANRB Regulation number 7/2022 which regulates the new work system was promulgated on February 16, 2022. The PANRB Ministry has conducted socialization, but the government agencies that received the socialization of PANRB Ministerial Regulation number 7/2022 are relatively few, about 16.24% of 696 agencies. Government agencies that have drafted and issuing derivative regulations from the PANRB Ministerial Regulation is around 16.24%. The lack of understanding of the concept of the new work system and the unreadiness regional head regulation as a derivative of the Minister of State Apparatus Empowerment and Bureaucratic Reform regulations have caused many central and regional agencies not to implement the new work system, including to adjusting business processes and SOPs. Based on McKinsey research, agile organizational transformation must be implemented in a span of less than 18 months so as not to lose momentum and organizational fatigue.

Several questions and perspectives were expressed by the Head of PMPTSP Office regarding the new work system. For example, regarding the criteria used to determine a team leader. In the Minister of PANRB Regulation number 7/2022, the appointment of the head of the work team is based on competence. If functional officials have competence, they should be able to be appointed as a team leader. However, psychological obstacles will occur if a senior functional official is appointed as the work team leader and an associate functional official becomes work team members. Conversely, if the work team leader appointed based on the seniority of the position level, the work pattern will slowly form a hierarchical structure again.

Another thing that is also very important is the issue of handling functional officials who are not working optimally. Decreasing the level of position for the official concerned as a form of reward and punishment is not easy to implement. If it can be done, filling the position left behind is also not easy, because the appointment of functional positions requires a competency test. Implementation of competency test is highly dependent on budget availability. Budget limitations caused the recruitment of functional officials to take a relatively long time. The impact of the implementation of bureaucratic simplification also makes the span of control of the Head of PMPTSP Office increased, because all levels of functional positions are directly responsible to the Head of PMPTSP Office. Previously, the Head of PMPTSP Office's direct span of control was limited to the Office Secretary and Head of Division. With the expansion of the Head of PMPTSP Office's span of control, the workload of the Head of PMPTSP Office increase because he is directly responsible for the achievement of the performance of the functional officials. In addition, the Head of PMPTSP Office needs to understand the management of each type of functional position, so that they can manage employees well from the aspects of employee capacity building, rank and career development.

Budget

As mentioned in the previous section, competency improvement, technical knowledge and other skills of employees is very important. The Head of PMPTSP Office has an obligation to facilitate employees to get the opportunities to improve employee competence and professionalism. However, the provision of education and training programs is centered on the Regional Civil Service Agency (BKD) of Bandar Lampung City, including for the improvement of technical knowledge and other competencies. The Head of PMPTSP can only propose education and training plans for employees. The realization of the proposal, BKD can only a limited allocation of participants for the PMPTSP Office. The Head of PMPTSP Office has

other alternatives to improve employee competence. It is common for stakeholders who cooperate with the PMPTSP Office carry out education and training. However, the education and training organizing agency does not fully finance the delivery of participants. The PMPTSP Office still covers itself for other needs during education and training takes place. And these needs cannot be financed by BKD, but from its own budget.

Leadership

The Mayor of Bandar Lampung City has a strong commitment to improving the quality of public services. This is evidenced by several awards and good assessments obtained by the Bandar Lampung City Government from the Ombudsman, Ministry of PANRB and other parties. On March 8, 2022, the Mayor of Bandar Lampung received an award from the Minister of State Apparatus Empowerment and Bureaucratic Reform, as the Public Service Supervisor for the Excellent Service Category in 2021. The results of the Ombudsman assessment in 2021, Bandar Lampung City is in the green zone for compliance with public service delivery. The PMPTSP Office is always become a sample in every public service assessment conducted by various stakeholders. In particular, the PMPTSP Office of Bandar Lampung City in early 2023 obtained the Best Public Service from the Siberian Media Union of Indonesia (SMSI) Lampung. As an effort to increase motivation and work enthusiasm, the PMPTSP Office of the City of Bandar Lampung has an Exemplary Employee program. Some aspects that become assessment criteria: (a) discipline in attendance and compliance in wearing official uniform; (b) proficiency in mastering Standard Operating Procedures for task implementation; (c) mastery of duties and functions; (d) mastery of rules and general knowledge; as well as (e) loyalty and solidarity. Every month the Head of PMPTSP Office gives awards to 5 employees. The Head of PMPTSP Office also develops knowledge dissemination by, 1) for employees who participate in education and training will provide the knowledge materials obtained to fellow employee and 2) organize special meetings to listen to explanations from employees who participate in training. In addition, the Head of is also actively involved with the PMPTSP Service community and forms social media through Whatsapp Groups and Telegrams to build communication, to share knowledge, and to resolve obstacles in carrying out tasks.

With the concern and commitment of the leadership, both from the Mayor and the Head of the PMTPSP Office, the implementation of a collaborative work system will be relatively easier. The role of the leadership is very important to be a catalyst for motivating employees and will influence individual employees and their work (Asif et al., 2023; Hussain et al., 2018). To become an organization that uses the organization with dynamic environmental changes, it is difficult and stressful for employees and puts pressure on employees, leaders must have a high level of commitment. The results of previous research that leadership style affect the organization's capacity to make changes, which in turn will affect the performance of policy implementation to make the organization agile organization more effective (Jassmy & Katea, 2022; Sukoco et al., 2022). Another study states that organizational change can be made if leaders can develop communication between various levels of staff to unite the vision and mission with organizational members of the organization (Onyeneke & Abe, 2021; Widiyanto et al., 2021). This can facilitate and build transparency in the change process.

4. CONCLUSION

The 1-year deadline given to central and local government agencies to implement a collaborative and dynamic work system has passed. The number of central and local government agencies that have implemented the system is very few. The PMPTSP Office of Bandar Lampung City has not been able to implement a collaborative and dynamic work system, because there is no regulation of the Mayor of Bandar Lampung as a derivative of the Minister of PANRB Regulation number 7/2022. Head of PMPTSP Office has coordinated with a peer group of fellow PMPTSP Offices that have issued regulations governing collaborative and dynamic work systems. Public organizations must have the organizational change capacity, and need to be developed continuously through a learning process, transformative processes, and creating conditions that support change. The PMPTSP Office of Bandar Lampung City has the organizational change capacity from the aspects of human resources, organizational culture, and leadership to make changes. The commitment of the Mayor and Head of the PMPTSP Office of Bandar Lampung City is very strong, seen from the attention given to always improve public services. The improvement of public services that has been carried out by the Bandar Lampung City Government has received good assessment predicates and awards from various parties. The Head of PMPTSP Office of Bandar Lampung City combines transformational and transactional styles actively. Transformational leadership style is reflected in efforts to share knowledge with employees through meetings and other activities, as well as forming social media (telegram and whatsapp) that are open to all employees of the

PMPTSP Office throughout Indonesia. Organizational learning through routine activities allows employees to apply, store, and develop new knowledge systematically. The exemplary employee program represents a transactional leadership style. Potential organizational capacity that can hinder the implementation of a collaborative and dynamic work system is budget constraints. As with central and local government agencies, budget flexibility is relatively only a shift in budget on the budget allocation that is owned. Additional budget outside the budget owned by the PMPTSP Office must obtain the Mayor's approval. Other problems from the process of equalizing positions that have not been resolved have the potential to create employee resistance and unreadiness to make changes.

5. REFERENCES

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