Pak. j. life soc. Sci. (2024), 22(2): 22527-22538 E-ISSN: 2221-7630;P-ISSN: 1727-4915

Pakistan Journal of Life and Social Sciences
www.pjlss.edu.pk

https://doi.org/10.57239/PJLSS-2024-22.2.001600

RESEARCH ARTICLE

Organizational Agility of BNN in the Era of Industry 4.0

Riki Yanuarfi[1*], Yudi Azis[2], Zulkifli[3], Darmansyah[4]

[1,3,4] Universitas Pancasila, Jakarta

[2] Universitas Padjajaran, Bandung

ARTICLE INFO

Received: Oct 21, 2024

Accepted: Dec 30, 2024

Keywords

BNN

Digital Leadership

Digital Talent

Strategic Agility

Innovation Management

***Corresponding Author:**

yanuarfiricky@gmail.com

ABSTRACT

The aim of this study was to identify the factors that affect the organizational agility of BNN in the context of the Industrial Revolution 4.0. The research employs a quantitative approach, with variables such as Digital Leadership, Adaptive Culture, Innovation Management, Digital Talent, Organizational Agility, and Organizational Performance. A purposive sampling technique was used, and data were collected through questionnaires. Structural Equation Modeling (SEM) was applied for data analysis, processed using Smart PLS 3.0. Additionally, a Focus Group Discussion (FGD) was conducted to confirm the findings. The study's results demonstrate that Digital Leadership, Adaptive Culture, Innovation Management, and Digital Talent significantly influence organizational agility. Moreover, Digital Leadership, Adaptive Culture, and Innovation Management also have an impact on organizational performance, whereas Digital Talent does not. Furthermore, strategic agility was found to be ineffective in moderating the relationship between organizational agility and organizational performance. The research suggests that BNN should focus on enhancing Digital Leadership and Digital Talent, alongside fostering innovation, to improve law enforcement and prevent drug abuse. BNN must also be prepared to address the opportunities and challenges presented by the Industrial Revolution 4.0. While technological advancements in this era could enhance the capabilities of BNN's operations, they may also introduce new forms of criminal activity.

INTRODUCTION

An organization or company that intends to undergo digital transformation must prepare itself to face cultural changes as a consequence of implementing digital technologies. According to a survey, 57% of companies worldwide are currently undergoing digital transformation. However, of that number, about a third experience failure. This failure is mainly due to the lack of a full understanding of the digital transformation process. It is not only about creating a digital version of a physical product but also encompasses changes in consumer behavior, employees, and various other cultural aspects. There are four supporting components of digital transformation: empowered employees, engaged customers, transformed products, and optimized operations.

The transformation of bureaucratic organizations towards agility and high adaptability with increasingly fluid work structures through a matrix-oriented organizational model focused on results is the answer to respond to the growing demands of society. Bureaucratic organizational transformation requires collaboration and synergy that is built both horizontally and vertically within each government agency. Another equally important aspect is changing the way of working, culture, and mindset so that the bureaucratic organization can become more adaptive, agile, and fluid in delivering excellent service.

Entering the third phase of the Medium-Term Development Plan (RPJM), the government's attention to the issues of drug abuse and illicit drug trafficking continues to receive appreciation and positive responses. Various achievements in the prevention and eradication of drug abuse and trafficking by

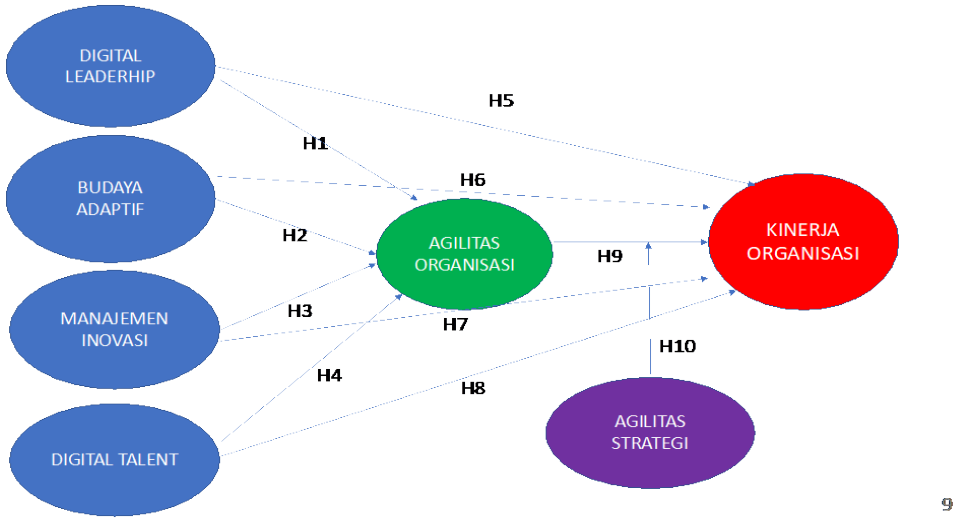
government agencies and components of society, particularly the National Narcotics Agency (BNN), have resulted in the issuance of Presidential Instruction No. 2 of 2020 regarding the 2020-2024 Action Plan for the Prevention and Eradication of Drug Abuse and Illicit Trafficking (P4GN). Efforts to accelerate and innovate in P4GN should indeed be an important policy choice for the government, given the ongoing dynamics of drug abuse and trafficking in both the world and Indonesia. This issue has led to a rise in the prevalence of drug abuse, despite an increase of only 0.03%, from 1.77% in 2018 to 1.8% in 2019. This increase reflects the widespread and highly profitable illicit drug trade, which remains untaxed and inflation-free.

In line with the President of Indonesia, Joko Widodo's vision for strengthening the prevention and eradication of drugs, the BNN continues to work hard on operations across various regions. The government is making massive efforts to combat the drug trade. Locations suspected of being centers for illicit drug trafficking have become primary targets for eradication, as part of the program initiated by President Joko Widodo. This program demonstrates the government's strong commitment to combating drug crimes that threaten the younger generation and social stability. This commitment highlights a collaborative approach, where the Indonesian National Police (Polri) will not only take action on the ground but also strengthen surveillance in border areas and waters, which often serve as key routes for international drug trafficking. Additionally, surveillance has been tightened in border areas, with instructions for local police to increase patrols and monitoring in their respective regions. Indonesia has over 900 villages known as "drug villages." These areas are generally located in regions with complex social and economic issues. This situation is exploited by drug lords to dominate and control the communities in these villages, forming what is known as patron-client relationships.

The mission of BNN is formulated comprehensively, emphasizing the importance of empowering society and strengthening the organization itself. The vision and mission will serve as guidance and reference for BNN's actions during the 2020-2024 period. It is expected that through professional efforts in eradicating illicit drug trafficking and implementing comprehensive drug abuse prevention, along with the development of institutional capacity, BNN will provide optimal public services that can save and protect society from the dangers of drugs. The challenge faced by BNN, as depicted in the diagram above, is how to create an agile BNN organization in the era of Industry 4.0. The efforts in preventing and eradicating drug abuse and trafficking, which have a very broad scope, require a professional and high-performing institutional support system. Good organizational management and a proportional organizational structure will create a supporting system that aids BNN's core processes in achieving the organization's vision and national development goals. Moreover, the essence of a government organization is to provide optimal public service, which must be inherent in the objectives of strengthening and developing the institution.
BNN’s organization in the era of the Industrial Revolution has undergone an organizational transformation, so it is necessary to conduct research to assess whether the current organization’s agility aligns with dynamic environmental changes and enhances organizational performance, and whether it is functioning well. This is because, theoretically, organizational agility can improve the organization's performance. BNN must become an agile organization according to the theory of organizational agility in order to improve its performance.

Research objectives:

1. To analyse and develop the influence of Digital Leadership, Adaptive Culture, Innovation Management, and Digital Talent on Organizational Agility.
2. To analyse and develop the influence of Digital Leadership, Adaptive Culture, Innovation Management, and Digital Talent on Organizational Performance.
3. To analyse and develop the influence of Organizational Agility on Organizational Performance.
4. To analyse and develop the variable of Strategic Agility to moderate Organizational Agility and Organizational Performance.



Gambar 1: Kerangka Konsep Berpikir

Source: Concept development by the author

The hypothesis of this study is:

H1. Digital Leadership affects Organizational Agility
H2. Adaptive Culture affects Organizational Agility
H3. Innovation Management affects Organizational Agility
H4. Digital Talent affects Organizational Agility
H5. Digital Leadership affects Organizational Performance
H6. Adaptive Culture affects Organizational Performance
H7. Innovation Management affects Organizational Performance
H8. Digital Talent affects Organizational Performance
H9. Organizational Agility affects Organizational Performance
H10. Strategic Agility can moderate Organizational Agility and Organizational Performance

2. METHOD

This research uses a quantitative method with techniques for collecting, processing, simplifying, presenting, and analysing quantitative data descriptively in order to provide organized data on events. The research type is conducted by distributing questionnaires to respondents to obtain accurate data and information. The quantitative data will be collected using instruments and analysed using statistical procedures, specifically SEM and hypothesis testing.

Population & Sample in this research consist of:

- BNN Headquarters: 14 people (Work Structure Leadership)
- BNN Provincial Offices (BNNP): 33 people (Head of BNN in all provinces in Indonesia)
- BNN Regency Offices (BNNK): 153 people (Head of BNN in all regencies in Indonesia)

Thus, the total number of respondents is 200 people.

3. RESEARCH RESULTS

In this study, descriptive statistical analysis was conducted to describe the respondents' answers for each research variable, which will then be used to determine the tendency of respondents' answers regarding the state of each research variable. The tool used for conducting descriptive data analysis was SMART PLS. Based on the research results obtained from 200 respondents through the distribution of questionnaires, an ordinal scale was used in this study. The answers provided by

respondents were then scored using an agree-disagree scale technique, developing statements that generate answers ranging from strongly agree to strongly disagree across various value ranges. The scoring technique used had a minimum score of 1 and a maximum score of 5.

3.1 Descriptive analysis of variables

Digital Leadership Variable: All respondents strongly agreed, with the highest score being 4.416, indicating that the Leadership & members of BNN actively engage in Knowledge Sharing. The mean value for the Digital Leadership variable is 4.354, or Strongly Agree.

Adaptive Culture Variable: All respondents strongly agreed, except for the question about BNN working according to public aspirations, where the average response was "Agree". The highest score was 4.403, indicating that BNN always works according to the organization's Vision and Mission. The mean value for the Adaptive Culture variable is 4.283, or Strongly Agree.

Innovation Management Variable: All respondents strongly agreed, with the highest score being 4.382, indicating that BNN's leadership has an innovative character. The mean value for the Innovation Management variable is 4.303, or Strongly Agree.

Digital Talent Variable: All respondents strongly agreed, with the highest score being 4.429, indicating that BNN's leadership has strong digital communication skills. The mean value for the Digital Talent variable is 4.372, or Strongly Agree.

Strategic Agility Variable: All respondents strongly agreed, with the highest score being 4.355, indicating that BNN's organization encourages innovation. The mean value for the Strategic Agility variable is 4.227, or Strongly Agree.

Organizational Agility Variable: All respondents strongly agreed, with the highest score being 4.397, indicating that BNN's organization has a flexible budget that responds to environmental changes. The mean value for the Organizational Agility variable is 4.356, or Strongly Agree.

Organizational Performance Variable: All respondents strongly agreed, with the highest score being 4.355, indicating that BNN's strategy aligns with environmental changes. The mean value for the Organizational Performance variable is 4.258, or Strongly Agree.

3.2 Validity test (convergent validity)

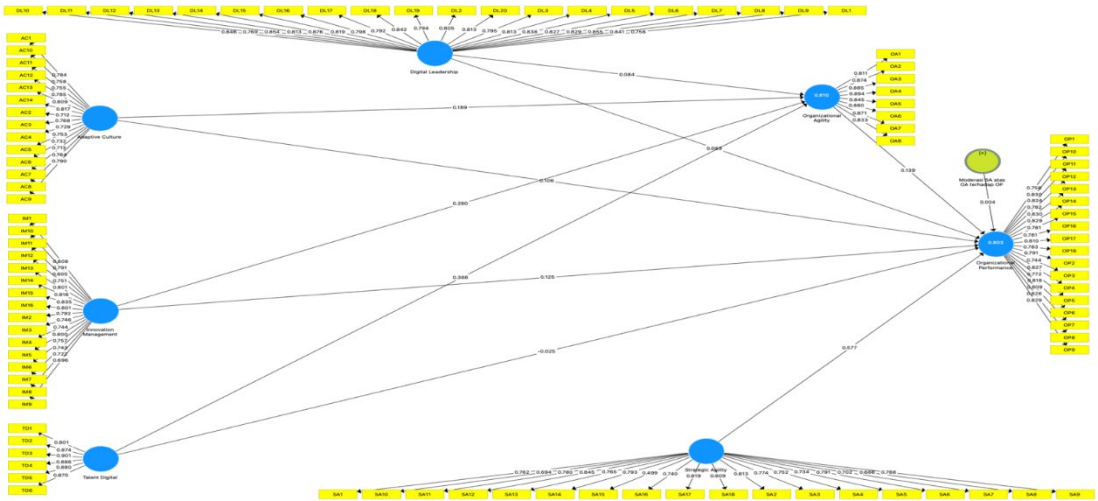


Figure 2: Structural SEM model

(Source: Smart PLS data processing results, January 2024)

a. The results of the Outer Loadings Test on the Digital Leadership variable show that all indicators of the Digital Leadership variable are valid, as they have loading factor values greater than 0.70. It can be concluded that these 20 indicators are valid and capable of measuring the Digital Leadership variable.
b. The results of the Outer Loadings Test on the Adaptive Culture variable show that all indicators of the Adaptive Culture variable are valid, as they have loading factor values

greater than 0.70. It can be concluded that these 14 indicators are valid and capable of measuring the Adaptive Culture variable.

c. The results of the Outer Loadings Test on the **Innovation Management** variable show that all indicators of the Innovation Management variable are valid, as they have loading factor values greater than 0.70. It can be concluded that these 16 indicators are valid and capable of measuring the Innovation Management variable.
d. The results of the **Outer Loadings Test** on the **Digital Talent** variable show that all indicators of the Digital Talent variable are valid, as they have loading factor values greater than 0.70. It can be concluded that these 6 indicators are valid and capable of measuring the Digital Talent variable.
e. The results of the Outer Loadings Test on the Organizational Agility variable show that all indicators of the Organizational Agility variable are valid, as they have loading factor values greater than 0.70. It can be concluded that these 8 indicators are valid and capable of measuring the Organizational Agility variable.
f. The results of the Outer Loadings Test on the Strategic Agility variable show that all indicators of the Strategic Agility variable are valid, as they have loading factor values greater than 0.70. It can be concluded that these 18 indicators are valid and capable of measuring the Strategic Agility variable.
g. The results of the Outer Loadings Test on the Organizational Performance variable show that all indicators of the Organizational Performance variable are valid, as they have loading factor values greater than 0.70. It can be concluded that these 18 indicators are valid and capable of measuring the Organizational Performance variable.

3.3. Reliability test (composite reliability)

In addition to the validity test, a construct reliability test was also conducted in the model measurement (outer model) to prove the accuracy, consistency, and precision of the instruments in measuring the construct. In PLS, to measure the reliability of a construct with reflective indicators, composite reliability testing can be performed, with the condition that if the construct has a composite reliability and Cronbach's alpha value greater than 0.5, it can be concluded that the manifest variable has good accuracy, consistency, and precision in measuring the construct. The results of the testing using Smart PLS 3.0 software are presented in the table below:

Table 2: Composite reliability

Variabel	Cronbach's Alpha	Composite Reliability	Keterangan
Digital Leadership	0,974	0,976	Reliabel
Adaptive Culture	0,945	0,951	Reliabel
Innovation Management	0,956	0,960	Reliabel
Talent Digital	0,935	0,949	Reliabel
Strategic Agility	0,957	0,961	Reliabel
Organizational Agility	0,950	0,959	Reliabel
Organizational Performance	0,967	0,970	Reliabel

Source: Researcher's data processing (2024)

The composite reliability values for all constructs are excellent, as they are above 0.5. It can be concluded that all the construct indicators are reliable, meaning that all the manifest variables of the six latent variables have good accuracy, consistency, and precision in measuring the constructs.

4.4. Structural model measurement (inner model)

The inner model is a test on the structural model conducted to examine the relationships between latent constructs. In this study, the inner model testing was performed by presenting the R2 values for the endogenous latent constructs. Next, the structural model in the inner model was tested using the predictive-relevance (Q2) value.

The hypotheses in this study will be tested using the path coefficient values, as presented below.

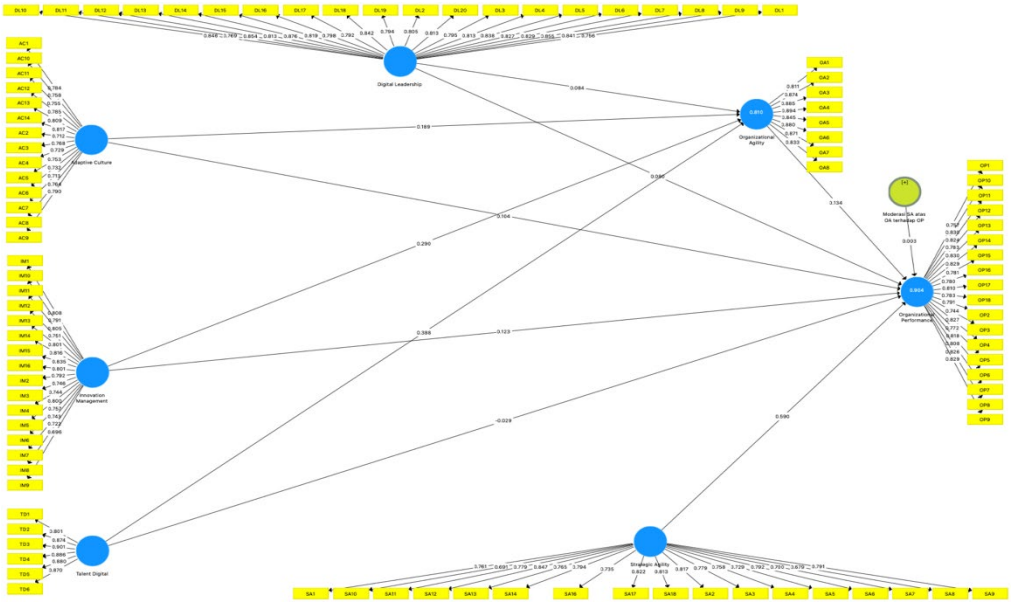


Figure 3: Full SEM PLS model algorithm

(Source: Data Processing Results Smart PLS, 2024)

$$Y = 0.084X_1 + 0.189X_2 + 0.290X_3 + 0{,}388X_4 + \zeta$$

$$Z = 0.080X_1 + 0.104X_2 + 0.123X_3 + -0.029X_4 + 0{,}134Y + \zeta$$

Explanation:

X1 = Digital Leadership

X2 = Adaptive Culture

X3 = Innovation Management

X4 = Talent Digital

X5 = Strategic Agility

Y = Organizational Agility

Z = Organizational Performance

ζ = Residual atau *Error*

3.4. Coefficient of determination (R2)

The coefficient of determination is a number that indicates the extent of the contribution or influence that exogenous latent variables have on endogenous latent variables. Based on the results of testing using Smart PLS 3.0 software, the following results were obtained:

Table 3: Coefficient of determination values

	R Square
Digital Leadership, Adaptive Culture, Innovation Management, Talent Digital -> Organizational Agility	0,810
Digital Leadership, Adaptive Culture, Innovation Management, Talent Digital, Organizational Agility -> Organizational Performance	0,904

(Source: data processing results smart PLS, 2024)

In Table 3 above, the R Square value for the Organizational Agility variable is 0.810 or 81%, indicating a strong model because the R square is in the interval >0.75 (Hair et al., 2011). This result shows that Digital Leadership, Adaptive Culture, Innovation Management, and Talent Digital together contribute 81% to Organizational Agility, while the remaining (1-R Square) 19% represents the contribution of other factors not studied. Next, the R Square value for the Organizational Performance variable is

0.904 or 90.4%, indicating a strong model because the R square is in the interval >0.75 (Hair et al., 2011). This result shows that Digital Leadership, Adaptive Culture, Innovation Management, Talent Digital, and Organizational Agility together contribute 90.4% to Organizational Performance, while the remaining (1-R Square) 9.6% represents the contribution of other factors not studied.

3.5 Predictive-relevance (Q^2)

The change in the R2 value is used to assess whether the measurement of exogenous latent variables on endogenous latent variables has a substantive effect. This can be measured using the effect size f2.

The formula for effect size f2 is as follows:

Effect Size f^2 =	$R^2_{Included} - R^2_{excluded}$
	$1 - R^2_{Included}$

A model is considered to have relevant predictive value if the Q-square value is greater than 0 (>0). The predictive relevance value is obtained using the formula:

$Q^2 = 1 – (1 – R_1^2) (1 – R2^2) ……. (1 – Rn^2)$

$Q^2 = 1 – (1 – 0,81) (1 – 0.904)$

$Q^2 = 1– (0,01824)$

$Q^2 = 0,98176$

Based on the calculations above, the Q-Square value obtained is 0.98176. This indicates that 98.17% of the variability in the research data can be explained by the research model. The remaining 0.93% is explained by other factors outside of this research model. Therefore, based on these results, it can be stated that the research model has a good goodness of fit."

3.6. Statistical hypothesis testing

The hypothesis testing in this study is based on the values obtained from the SEM analysis with the hypothesis testing value threshold. Below are the results of the complete model testing and the hypotheses of this study: The Smart PLS 3.0 program only provides the bootstrap resampling method. The significance value used is 1.96 (significance level = 5%) (Ghozali and Latan, 2016:80). Thus, constructs with t-values > 1.96 are considered to have a significant effect. The following is a summary of the hypothesis testing results.

Table 4: Results of statistical hypothesis testing

Source: Data processing results smart PLS, 2024

Based on the results of hypothesis testing in Table 4, the following can be explained:

1. **H1.** Digital Leadership Affects Organizational Agility. Hypothesis 1 explains the effect of Digital Leadership on Organizational Agility. From the data processing results, it is known that the t-stat value = 2.044 > 1.96, thus H0 is rejected, and H1 is accepted. This means that the Digital Leadership variable has a positive and significant effect on the Organizational Agility variable.
2. **H2.** Adaptive Culture Affects Organizational Agility. Hypothesis 2 explains the effect of Adaptive Culture on Organizational Agility. From the data processing results, it is known that the t-stat value = 2.680 > 1.96, thus H0 is rejected, and H2 is accepted. This means that the Adaptive Culture variable has a positive and significant effect on the Organizational Agility variable.
3. **H3.** Innovation Management Affects Organizational Agility. Hypothesis 3 explains the effect of Innovation Management on Organizational Agility. From the data processing results, it is known that the t-stat value = 2.657 > 1.96, thus H0 is rejected, and H3 is accepted. This means that the Innovation Management variable has a positive and significant effect on the Organizational Agility variable.
4. **H4.** Talent Digital Affects Organizational Agility. Hypothesis 4 explains the effect of Talent Digital on Organizational Agility. From the data processing results, it is known that the t-stat value = 4.880 > 1.96, thus H0 is rejected, and H4 is accepted. This means that the Talent Digital variable has a positive and significant effect on the Organizational Agility variable.
5. **H5.** Digital Leadership Affects Organizational Performance. Hypothesis 5 explains the effect of Digital Leadership on Organizational Performance. From the data processing results, it is known that the t-stat value = 2.120 > 1.96, thus H0 is rejected, and H5 is accepted. This means that the Digital Leadership variable has a positive and significant effect on the Organizational Performance variable.
6. **H6.** Adaptive Culture Affects Organizational Performance. Hypothesis 6 explains the effect of Adaptive Culture on Organizational Performance. From the data processing results, it is known that the t-stat value = 2.041 > 1.96, thus H0 is rejected, and H6 is accepted. This means that the Adaptive Culture variable has a positive and significant effect on the Organizational Performance variable.
7. **H7.** Innovation Management Affects Organizational Performance. Hypothesis 7 explains the effect of Innovation Management on Organizational Performance. From the data processing results, it is known that the t-stat value = 2.390 > 1.96, thus H0 is rejected, and H7 is accepted. This means that the Innovation Management variable has a positive and significant effect on the Organizational Performance variable.
8. **H8.** Talent Digital Affects Organizational Performance. Hypothesis 8 explains the effect of Talent Digital on Organizational Performance. From the data processing results, it is known that the t-stat value = 0.549 < 1.96, thus H0 is accepted, and H8 is rejected. This means that the Talent Digital variable does not have an effect on the Organizational Performance variable.
9. **H9.** Organizational Agility Affects Organizational Performance. Hypothesis 9 explains the effect of Organizational Agility on Organizational Performance. From the data processing results, it is known that the t-stat value = 2.535 > 1.96, thus H0 is rejected, and H9 is accepted. This means that the Organizational Agility variable has a positive and significant effect on the Organizational Performance variable.
10. **H10.** Strategic Agility Affects Organizational Performance. Hypothesis 10 explains the effect of Strategic Agility on Organizational Performance. From the data processing results, it is known that the t-stat value = 0.242 < 1.96, thus H0 is accepted, and H10 is rejected. This means that the Strategic Agility variable does not enhance the Organizational Performance variable.

4. CONCLUSION

1. The research findings show that Digital Leadership influences Organizational Agility. Digital leadership creates an environment where the organization can be more responsive to change.

Digital leaders promote a culture of innovation, cross-team collaboration, and fast decision-making based on data, all of which are essential to creating a more adaptive and agile organization. With strong digital leadership, organizations are better able to face challenges and seize opportunities that arise in the digital era more effectively, thereby enhancing organizational agility.

2. The research findings show that Adaptive Culture influences Organizational Agility. Adaptive culture provides a solid foundation for organizational agility. When an organization has a culture that encourages employees to continuously learn, innovate, and quickly adapt to change, the organization is better able to adjust to the ever-changing environment. Thus, adaptive culture can serve as a catalyst that enables the organization to increase its agility, allowing it to move faster and more responsively in the face of emerging challenges and opportunities.
3. The research findings show that Innovation Management influences Organizational Agility. Effectively managed innovation can be a key driver in increasing organizational agility. When an organization has good systems and processes in place to manage innovation, they are better able to identify new opportunities, test new ideas, and implement innovative solutions quickly. By leveraging effective innovation management, organizations can create products, services, and processes that are more adaptive to market changes and public needs. Therefore, innovation management can significantly enhance organizational agility by allowing organizations to respond quickly and efficiently to changes, thus maintaining competitiveness in a dynamic environment.
4. The research findings show that Talent Digital influences Organizational Agility. The presence and management of employees with strong digital skills can be a key factor in improving organizational agility. Employees with good digital talent can help organizations adopt new technologies, develop innovative solutions, and improve operational efficiency. Furthermore, employees with strong digital talent are also more likely to have the ability to learn and adapt quickly to technological changes and market needs. Therefore, they can assist organizations in becoming more responsive to change, increasing organizational agility. Thus, investing in the development and recruitment of high-quality digital talent can significantly contribute to enhancing organizational agility in the face of challenges and opportunities in the digital era.
5. The research findings show that Digital Leadership influences Organizational Performance. Digital leadership can have a significant impact on the overall performance of the organization. Leaders who are capable of leading digital transformation and integrating digital technologies into strategies and business processes can improve productivity, efficiency, and innovation. Additionally, digital leadership can foster a culture that supports collaboration, continuous learning, and adaptation to change, all of which are key factors in improving organizational performance. Thus, organizations led by competent digital leaders tend to perform better in the long term as they can be more responsive to market changes, identify new opportunities, and meet customer needs more effectively.
6. The research findings show that Adaptive Culture influences Organizational Performance. Adaptive culture can have a significant positive impact on the overall performance of the organization. A culture that encourages collaboration, experimentation, and continuous learning can help increase productivity, innovation, and employee satisfaction. Adaptive culture also creates an environment where employees feel more empowered and motivated to try new things, take controlled risks, and contribute positively to the organization's success. Therefore, organizations with an adaptive culture tend to have higher performance levels because they are able to quickly adapt to market, technological, and business environment changes while optimizing employee potential within the organization.
7. The research findings show that Innovation Management influences Organizational Performance. Effective innovation can be one of the key factors that enhances overall organizational performance. By having good systems and processes to manage innovation, organizations can produce products, services, or processes that are more efficient, innovative, and relevant to needs. Successful innovation can improve the competitiveness of the organization, increase public satisfaction, and enhance operational efficiency. Furthermore, innovation can also improve employee motivation and engagement, which contribute to the overall performance improvement of the organization. Investing in effective innovation management can have a significant positive impact on organizational performance by helping the organization remain relevant, competitive, and successful in an ever-evolving strategic environment.

8. The research findings show that Talent Digital does not influence Organizational Performance. Digital talent plays a significant role in improving organizational performance, especially in today's digital era. However, there are several reasons why Digital Talent might not directly affect organizational performance. If the organization's policies and culture do not support innovation, collaboration, and experimentation, then the potential of digital talent will not be fully utilized. A rigid or hierarchical culture can stifle creativity and innovation, reducing the positive impact digital talent could bring. If an organization has great digital talent but lacks adequate infrastructure and resources, the organization might not be able to implement digital ideas or solutions effectively, thus failing to improve organizational performance. Digital Talent needs clear direction and goals from the organization to contribute significantly to performance. If the organization lacks a clear strategy or well-defined vision, digital talent might lose focus or spend time and resources on initiatives that are not aligned with the organization's needs.
9. The research findings show that Organizational Agility influences Organizational Performance. Organizations with high agility tend to be more responsive to market changes, technology, and the business environment. They can identify new opportunities more quickly, address challenges more effectively, and adjust their business strategies more efficiently. This leads to performance improvements in terms of revenue growth, market share, and profitability. More agile organizations are able to quickly test and implement new ideas. The organization fosters a culture of innovation, collaboration, and continuous learning, which enhances its ability to produce more innovative and relevant products and services. Agile organizations often have more flexible and adaptive structures and processes, enabling them to quickly adjust operations to market demands and shifting customer needs, thus improving operational efficiency and reducing product or service cycle times. Organizations with high agility are more competitive in rapidly changing business environments. They can respond to market trends and competition more quickly and effectively, enabling them to maintain or improve their position. The BNN organization, in the context of the Industry 4.0 era, based on the research results, has already implemented organizational agility effectively, as addressed in the background problem.
10. The research findings show that Strategic Agility is less impactful in driving Organizational Performance. Flexible and responsive strategies are crucial for overall organizational performance, but there are several reasons why strategic agility may not directly influence organizational performance. If there is no good mechanism for executing strategic plans on time and efficiently, a flexible strategy might not produce the expected impact on performance. A flexible strategy that is not based on a strong understanding of the environment and customers may face difficulties in achieving the desired performance. Organizations may struggle to plan and implement strategies effectively, which could limit the strategy's impact on performance. If the organization lacks good decision-making processes or does not have accurate data to support decisions, a flexible strategy may not generate the expected impact on organizational performance.

REFERENCES

Abayomi Baiyere, Tommi Tapanainen, Hannu Salmela, 2018, Agility of Business Processe – Lessons from a Digital Transformation Context

Aghina, W., Smet, A. D., & Weerda, K. 2015. Agility: It Rhymes with Stability. McKinsey Quarterly. https://www.mckinsey.com/business-functions/organization/our-/insights/agility-it-rhymes-with-stability

Allworth, E. and Hesketh, B. (1999), Construct-oriented Biodata: Capturing Change-related and Contextually Relevant Future Performance. International Journal of Selection and Assessment, 7: 97–111.

Abe Harraf, Ph.D., University of Northern Colorado, USAIsaac Wanasika, Ph.D., University of Northern Colorado, USAKaylynn Tate, Research Assistant, University of Northern Colorado, USAKaitlyn Talbott, Research Assistant, University of Northern Colorado, USA, 2015, Organizational Agility.

Burnes, B. 2004. "Managing change: A strategic approach to organisational dynamics", 4th rev. ed. Essex: Prentice Hall.

Birgit Oberer, Alptekin Erkollar, 2018, Leadership 4.0: Digital Leaders in the Age of Industry 4.0, Sakarya University - Sakarya Business Schoo

C. M. Ferreira, S. Serpa, (2018). "Society 5.0 and Social Development: Contributions to a Discussion", Sciedu Press, 2018, Vol. 5, pp. 26-31.

Christoph Bach, Comenius Rozália Sulíková, Comenius, 2021, Leadership in the Context of a NewWorld: Digital Leadership and Industry 4.0 University in Bratislava, Slovak Republic.

Darino, L., Sieberer, M., Vos, A., & Williams, O. 2019. Performance Management in Agile Organizations.https://www.mckinsey.com/business-functions/organization/our insights/performance-management-in-agile-organization

Dyer, L. & Shafer, R. A. (2003). Dynamic organizations: Achieving marketplace and organizational agility with people. CAHRS Working Paper #03-04.

Gothelf, J. 2017. How HR Can Become Agile (and Why It Needs to). Harvard Business Review. https://hbr.org/2017/06/how-hr-can-become-agile-and-why-it-needs-to

Holbeche, L. 2015. The Agile Organization: How to Build an Innovative, Sustainable and Resilient Business. https://media.koganpage.com/media/project kp/document/agile- organization-sample-1.pdf

Herter, J., & Ovtcharova, J. (2016). "A model based visualization framework for cross discipline collaboration in Industry 4.0 scenarios". Procedia CIRP, 57, 398–403

Holbeche, L. 2006. "Understanding change: Theory, implementation and success" Oxford: Butterworth-Heinemann.

Jose Benitez , Alvaro Arenas , Ana Castillo & Jose Esteves, 2022, Impact of digital leadership capability on innovation performance: The role of platform digitization capability.

Jardon, C. M. F., & Loureiro, M. G. 2013. Human Capital as Source for Sustained Competitive Advantages in SMEs: A Core Competencies Approach. Economia. Seria Management. 16, 2: 255-276.

Jay R. Galbraith, "Designing Organizations: Strategy, Structure, and Process at the Business Unit and Enterprise Levels", Jossey-Bass, ISBN: 978-1-118-40995-4,January 2014

Kaplinsky, R. and Morris, M. (2003), "A Handbook for Value Chain Research", International Development Research Centre (IDRC), Canada.

Kumar, R. (2011), "Research Methodology: A Step by Step For Beginners", London: Sage Publications.

Leonardus W.W. Mihardjo, Sasmoko Sasmoko, Firdaus Alamsjah, Elidjen Elidjen, 2019, Volume 9 Issue 11 pp. 1749-1762 , 2019 Digital leadership role in developing business model innovation and customer experience orientation in industry 4.0.

Leonardus W Wasono , Asnan Furinto, 2018, The effect of digital leadership and innovation management for incumbent telecommunication company in the digital disruptive era.

Nasution, Muhammad Husni Thamrin, Nasution, Irwan Hakiki, Nur, 2020, Pengaruh Budaya Kerja Terhadap Kinerja Aparatur Sipil Negara pada Kantor Badan Narkotika Nasional Provinsi Sumatera Utara.

Rahmat Hidayat , Mansyur Ramly & Masdar Mas'ud , 2023, Pengaruh Kepemimpinan Agility, Budaya Organisasi, dan Motivasi Terhadap Agilitas Organisasi Pada PT. Arco Samudra Perkasa Balikpapan, Universitas Muslimin Indonesia.

Riri Nofrita, **Insannul Kamil** & **Jonrinaldi, 2020,** The Effect of Digital Talent on Individual Innovation Behavior, Skills of Revolution Industry 4.0 as Mediator Variables, Universitas Andalas.

Rigby, D. K., Sutherland, J., & Takeuchi. H. 2016. Embracing Agile. Harvard Business Review. https://hbr.org/2016/05/embracing-agile

Siregar, Farida Hanum, Hasmayni, Babby Arfah & Fennisa. 2019, Hubungan antara Employee Engagement dengan Disiplin Kerja Pegawai Badan Narkotika Nasional Provinsi Sumatera

Sorin Dan , Diana Ivana , Monica Zaharie , Daniel Metz , Mihaela Drăgan, Digital Talent Management, Palgrave macmillan, 2021.

Teece, D., Peteraf, M., & Leih, S. (2016). Dynamic Capabilities and Organizational Agility: Risk, Uncertainty, and Strategy in the Innovation Economy. California Management Review, 58(4), 13–35.

Ugi Andi Sugiharto1, Baharuddin Semmaila2, Aryati Arfa, 2022, Pengaruh Kepemimpinan Agility, Budaya Organiasi dan Motivasi Terhadap Agilitas Organisasi pda PT. Shield On Services Tbk.

Veronica Novelia Pretty Puji Hartati & Axel Giovanni, 2022, Perspektif Pengembangan Digital Talent Era Industri 4.0

Víctor Jesús García-Morales , María Magdalena Jiménez-Barrionuevo, Leopoldo Gutiérrez-Gutiérrez, 2012, Transformational leadership influence on organizational performance through organizational learning and innovation.

Wageeh A. Nafei, (2016).Organizational Agility: The Key to Organizational Success. International Journal of Business and Management; Vol. 11, No. 5; 2016 ISSN 1833-3850 E-ISSN 1833-8119 Published by Canadian Center of Science and Education.

Wagner, D., & Disparte, D. (2016). Global risk agility and decision making. Palgrave MacMillan. http://doi.org/10.1057/978-1-349-94860-4

Wawarta C.H. and Heracleous L. (2018), "Playfulness and Agile Strategizing", In: Prange, Ch. and Heracleous L. (Eds), Agility X: How organizations thrive in unpredictable times, Cambridge: Cambridge University Press, pp. (99-113).