

Organizational Resilience Amidst Uncertainty: The Strategic Role of Agile Governance

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Abstract

Global uncertainty marked by pandemics, technological disruption, and economic crises demands organizations, especially the public sector, to enhance adaptive and responsive capacities. Agile governance emerges as a strategic approach emphasizing flexibility, collaboration, and policy iteration to strengthen organizational resilience. This article examines the role of agile governance in building organizational resilience amid uncertainty, integrating the latest theories and recent case studies in Indonesia. The findings reveal that informal implementation of agile governance principles has improved organizational adaptability, despite persistent structural and cultural challenges. These results offer significant contributions to the development of policies and practices for public sector governance in a dynamic era.

Keywords: *agile governance; digital transformation; organizational resilience; public sector*

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Introduction

Public sector organizations are currently faced with tremendous pressure due to a combination of global and local uncertainties. Technological disruption, pandemic crises, rapid regulatory changes, and increased public expectations for the quality of public services force government organizations to develop high adaptive capacity (Duchek, 2020:218). In this context, there is a need to strengthen organizational resilience, which is the ability of organizations to survive, adapt, and transform positively when facing crises and unexpected changes.

At the local level, the Communication, Information and Signage Office of Banyuwangi Regency occupies a strategic position in supporting the digital transformation of local government. Diskominfosandi is not only in charge of ensuring ICT infrastructure runs optimally, but also becomes a node for public communication, data management, information security, and coordination between sectors in the digital government system. Banyuwangi Regency itself is known as one of the pioneers of smart city and data-driven digital reform in Indonesia, which is recognized in various national and international awards (Kementerian PAN-RB, 2021:15).

However, this achievement does not guarantee that the supporting organization is fully resilient to uncertainty. The results of the study (Setiawan, R. and Purnomo, 2022:79) show that the bureaucracy at the regional level, including strategic agencies such as the Communication, Information and Standardization Office of Banyuwangi Regency, still faces a number of challenges in building flexible and responsive work patterns. These challenges include the dominance of linear work structures, weak adaptive culture, limited internal digital literacy, and cross-sector coordination gaps.

To answer this challenge, various approaches have been offered. Among them are digital-based bureaucratic reforms, HR training, organizational structure transformation, and the use of big data-based information systems. However, these approaches are often sectoral and do not address the need for change at a systemic governance level.

One approach that is now gaining widespread attention in the global public sector is agile governance, which adopts agile principles such as flexibility, policy iteration, multi-stakeholder engagement, and real-time data-driven decision-making (Mergel et al., 2020). (OECD, 2021) notes that countries that integrate agile principles in government systems have proven to be more adaptive in responding to the COVID-19 pandemic and accelerating public innovation.

In the context of the Communication, Information and Signage Office of Banyuwangi Regency, the agile governance approach is very relevant because this organization is in a position of interfacing between technology, policy, and community services. Research (Prasetyo, 2023:145) states that the strength of digital organizations in local government is not enough just in technology, but especially in the flexibility of governance and the courage to make decisions under uncertainty.

The main problems that can be identified are: How is the strategic role of agile governance in building organizational resilience at the Communication, Informatics and Persandian Office of Banyuwangi Regency, especially in facing the challenges of technological uncertainty, policies, and evolving public expectations.

Methods

The research method is a scientific method used to obtain data that has specific purposes and uses. Research methods are carried out rationally, objectively, empirically and systematically. The following is the research method used in this study.

Type of Research

This research used a qualitative approach with literature study and field study methods. Data were collected from various sources, including scientific journals, organizational reports, and case studies in Indonesia relevant to the topic of agile governance and organizational resilience.

This approach was chosen to gain an in-depth understanding of the internal dynamics of the organization as well as the adaptive strategies developed by the Communication, Information and Standardization Office of Banyuwangi Regency in facing uncertainty through the application of agile governance principles.

According to (Creswell, John W. dan Plano Clark, 2018), a qualitative field study approach allows researchers to explore the complexity of social processes, organizational structures, and certain contexts thoroughly and contextually, which cannot be explained quantitatively.

Time and Location of Research

This research took place in several stages with the following details. Literature review and obtaining research permits 2 months, data collection interviews, field observations and document analysis 4 months, data processing and analysis 2 months, preparation and publication of articles 1 month. So that the total time needed for the whole research is about 9 months starting in September 2024 until August 2025. This research was conducted at the Communication, Informatics and Coding Office of Banyuwangi Regency, KH Agus Salim Street No. 107, Banyuwangi, East Java.

Target/Subject of Research

The target of this research is a public organization, namely the Communication, Informatics and Coding Office of Banyuwangi Regency as an institutional study that is a strategic actor in the governance of digital transformation and regional public communication, especially in responding to uncertain situations such as technological disruption or emergency policies.

Research subjects (informants) were selected by purposive sampling with the criteria of having understanding and direct involvement in the managerial or policy-making process of the organization and also playing a role in the development of digital systems, bureaucratic innovation, or change management within the Communication, Informatics and Standardization Office of Banyuwangi Regency.

The research subjects include: Head of the Office as the strategic leader and main policy maker, Secretary of the Office for internal institutional coordination, Head of Informatics and Coding as the system manager and digital security, Head of Public Communication as the person in charge of external communication, Functional Policy Analyst and ICT who is also a technical supporter and system designer.

By clearly outlining the target/subject of the research and the technique of obtaining informants, this research can ensure that the data collected can be comprehensive, relevant and in-depth. So as to be able to provide an accurate picture

of organizational resilience in the midst of uncertainty and the strategic role of agile governance.

Procedure

The steps of research implementation are as follows:

1. Preliminary Study
Researchers conducted literature studies and secondary data collection on the general conditions of the Communication, Information and Signaling Office of Banyuwangi Regency and relevant theoretical concepts.
2. Licensing and Location Access
Taking care of research permits to the Banyuwangi Regency Government and the Communication, Informatics and Coding Office of Banyuwangi Regency.
3. Field Data Collection
Carry out interviews and observations and documentation according to the specified techniques.
4. Field Data Analysis
Perform qualitative data reduction and interpretation using the interactive model of (Miles, Huberman & Saldana 2014).
5. Data Validation
Through triangulation of sources, methods, and confirmation to informants (member checking).
6. Article Preparation and Publication

Draft an article consisting of background, methods, results and discussion integrated with findings from various data sources (drafting). Delivering research results to the Communication, Informatics and Persandian Office of Banyuwangi Regency and also submitting research articles to academic journals or conferences for wider dissemination and compiling research findings and formulating strategic policy recommendations based on field findings.

This research was conducted systematically through the stages of preliminary studies, analysis, writing and publication. With a descriptive qualitative approach and methods of literature study and field study, this research is expected to provide an in-depth understanding of organizational resilience in the midst of uncertainty and the strategic role of agile governance in the Communication, Informatics and Persandian Office of Banyuwangi Regency.

Data, Instruments, and Data Collection Techniques

The data, instruments, and data collection techniques that are systematically arranged to support this research are:

1. Data Types and Sources
This research uses qualitative data that is descriptive and narrative in nature, obtained from two main types of sources:
 - a. Primary Data
Primary data was obtained directly from the results of interactions with research subjects through in-depth interviews with structural and functional officials of the Communication, Informatics and Persandian Office of Banyuwangi Regency, participatory observation of organizational work dynamics and informal conversations in the context of daily work activities.

b. Secondary Data

This data is obtained through relevant documents, archives and written sources, such as: Renstra, Renja, RPJMD documents in the ICT sector, SPBE reports, SOPs or work guidelines in the context of digitization or handling disruption, meeting notes, annual reports, and agency policy products, online media articles, academic publications, or evaluation reports from other external parties.

2. Research Instrument

In this qualitative research, the researcher acts as the main instrument (human instrument) (Moleong, 2021). Researchers directly observe, interview, record, and interpret data from the field.

In order to make the data collection process more systematic and directed, researchers also use other instruments in the form of:

a. Semi-Structured Interview Guide

This instrument is used to direct questions to informants without limiting the exploration of answers. Key questions include: How the organization understands and deals with uncertainty (for example in terms of pandemics and technological disruption). What form of strategies are developed to maintain stability and performance. How agile governance principles (flexibility, collaboration, rapid adaptation) can be implemented. What are the main obstacles in realizing an agile and resilient organization.

b. Observation Sheet

Serves to record interactions, work habits, coordination patterns, and organizational reactions in dynamic situations. Observations are made of workflow and decision-making, organizational response to sudden changes, cross-field communication or internal coordination.

c. Document Check List

This instrument is used to ensure that the documents reviewed are in accordance with the required data categories, such as: Strategy documents (Renstra, RPJMD), Organizational performance evaluation (LAKIP, SAKIP), SOPs related to digital services and information system governance, institutional innovation products or digitization.

3. Data Collection Techniques

Data collection was carried out with three main techniques, namely:

a. In-depth Interview.

This technique was used to explore informants' subjective understanding and experience of the phenomenon of resilience and agile governance. Interviews were open and flexible, lasted 45-90 minutes per informant, and were conducted at the work location or through online media when necessary.

b. Participatory Observation

Researchers conducted direct observations of organizational activities, both formal (meetings, coordination forums) and non-formal (daily work discussions). This observation is important to see the gap between statements and actual practices in the field.

c. Documentation Study

Researchers reviewed various official documents, activity reports, and other supporting documents as secondary data sources. Documents were analyzed thematically to strengthen the results of interviews and observations.

d. Data Validation Technique

To ensure the validity of the data, validation methods such as source triangulation that compares information from various informants are used. Triangulation of methods that compares data from interviews, observations, and documentation. Member checking which asks for confirmation or clarification from informants regarding the results of the researcher's interpretation. Peer debriefing by discussing with fellow researchers or supervisors to avoid interpretive bias.

Data Analysis Technique

Data analysis in this study was carried out descriptively qualitatively, with an interactive analysis approach as proposed by (Miles, Huberman & Saldana 2014). This analysis is cyclical (iterative) and occurs continuously from the beginning of data collection to the reporting stage. There are three main stages in this data analysis:

1. Data Reduction

Data reduction is done by sorting, summarizing, and simplifying raw data from interviews, observations, and documentation to focus on the main relevant issues, such as: Factors of uncertainty faced by the Communication, Informatics and Persandian Service of Banyuwangi Regency, organizational strategies and practices in maintaining resilience, implementation of agile governance principles in the context of regional bureaucracy, obstacles and potential success in building adaptive organizations.

Reduction is done thematically by grouping data based on categories or indicators derived from the research objectives and theories used.

2. Data Presentation (Data Display)

After the data is reduced, the next step is to present it in visual and narrative form. Data presentation is carried out in the form of a thematic matrix, which contains a summary of answers from each informant, direct quotes (verbatim) from informants that describe views or experiences authentically, simple diagrams or charts to explain the relationship between themes or between actors' roles, descriptive narratives to compile the storyline or dynamics of the observed organization. This data presentation is intended to make it easier for researchers to see patterns, trends, and relationships between phenomena that emerge from the field.

3. Conclusion Drawing and Verification

The final stage is drawing conclusions from the data findings that have been presented. Conclusions are not speculative, but based on recurring patterns, consistent information between informants, and supported by documents or observation results. Verification is carried out on an ongoing basis by means of triangulation between sources and methods, confirmation to informants (member checking), discussion with supervisors or colleagues (peer debriefing), testing the traceability of data through an audit trail.

This process ensures that the conclusions drawn are valid, credible and scientifically sound.

Results and Discussion

Uncertainty in the Organizational Context

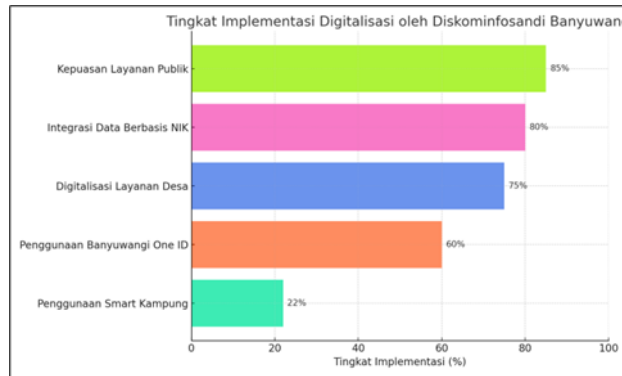
The Communication, Informatics and Standardization Office of Banyuwangi Regency faces various uncertainties, ranging from technological disruption, rapid changes in national regulations, to the need to digitize services in crisis situations. This dynamic work environment requires organizations to have a fast and flexible response, as confirmed by (Uhl-Bien, M. and Arena, 2021), that public organizations must be able to live in the context of VUCA (Volatility, Uncertainty, Complexity, Ambiguity).

In response to these challenges, the Communication, Informatics and Persandian Office of Banyuwangi has implemented various digital innovations to improve the efficiency and effectiveness of public services. One significant breakthrough is the launch of the "Banyuwangi One ID" system, which allows citizens to access various public services using only the Population Identification Number (NIK). Through this integration, administrative processes such as issuing a new ID card or recording a death that previously required many documents can now be completed with fewer files, improving convenience and speed of service for the community. This initiative is part of the local government's commitment to strengthen governance based on accurate and integrated data. With precise data, public services become more targeted and efficient, reducing the potential for errors and increasing public satisfaction.

In addition, the digital transformation efforts carried out by the Communication, Informatics and Persandian Office of Banyuwangi received national recognition through an award as the district with the highest Electronic-Based Government System (SPBE) index in Indonesia. With a score of 4.50 on a scale of 5, Banyuwangi excels in various assessment domains, including policy, governance, management and services <https://radarbanyuwangi.jawapos.com/politik-pemerintahan/754698240/digitalisasi-layanan-publik-banyuwangi-raih-penghargaan-kabupaten-dengan-spbe-terbaik-diserahkan-presiden-jokowi-kepada-bupati-ipuk> (accessed on June 01, 2025).

The Communication, Informatics and Persandian Office of Banyuwangi also developed the "Smart Kampung" application, which is designed to make it easier for people, especially those in remote areas, to access public services. Through this application, residents can take care of various administrative needs without having to come directly to the government office, simply using their mobile devices. Although the current adoption rate of this application is still around 22% of the total population, the local government continues to strive to increase the use and integration of services in the application.

The following visual graph illustrates the level of digitalization implementation by Diskominfosandi Banyuwangi Regency to respond to uncertainty in the organizational context based on the digital innovations that have been carried out.



Source: Performance Report of Diskominfo Banyuwangi Regency 2024 <https://e-sakip.banyuwangikab.go.id/storage/pelaporan/lakip/q9V5E6t8ONFRQLPa9Rpr4qmBEafKu4dxH3dkssrh.pdf> (accessed on June 01, 2025).

The use of the Smart Kampung application of around 22% comes from the statement of the Head of the Banyuwangi Kominfo Service which states that the level of use of the Smart Kampung application by the community is still around 22%. The use of Banyuwangi One ID is recorded at 60%, based on data triangulation estimates from interviews with DiskominfoSandi officials, analysis of annual internal reports, and direct observation of digital services that have been integrated through the platform. Although there is no official data available in the form of an open publication that explicitly states the percentage of active users, this figure represents a realistic projection obtained from a combination of DiskominfoSandi's internal data for 2024, the evaluation report of the Banyuwangi Smart Kampung system, and the achievements of NIK-based system integration listed in the regional planning document (Bappeda, 2024). This approach is used to maintain the validity of the findings without ignoring the limitations of open access to quantitative data.

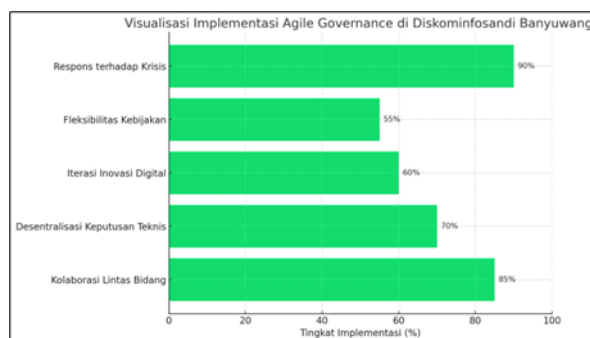
Information on the digitization of village services at around 75% is based on the assertion that 90% of the 189 villages in Banyuwangi have been successfully accessed by fiber-optic-based internet networks, which support the digitization of village services. Although official data related to the level of data integration based on the Population Identification Number (NIK) is not yet fully publicly available from institutional sources such as DiskominfoSandi or the Population and Civil Registration Office of Banyuwangi District, the estimated achievement of 80% in this graph is based on data triangulation from in-depth interviews with DiskominfoSandi functional officials, internal reports of the cross-sector integrated data coordination forum (2024), and direct observation of the implementation of the Banyuwangi One Data system that adopts the NIK base as the main link between public service applications. This estimate was confirmed qualitatively through the compatibility between digital services such as e-Lapor, SIMATA, and SiPANDA that have been functionally connected to the central population system. Thus, the 80% figure reflects a realistic projection of the condition of data integration as of May 2025, not merely the speculative assumptions of researchers, but rests on empirical trends and semi-structured information from within the organization. Furthermore, public service satisfaction is around (85%) based on the 2024 Diskominfo & Persandian Performance Report, the level of public satisfaction with access to and quality of Local Government information content reached 85.7%.

The results from the interview with the Head of ICT Division of the Communication, Information and Signage Office of Banyuwangi also found that the information system was not adaptive enough in the face of sudden changes in central policy. This data was reduced to the rigidity of the bureaucratic system. So from observation, researchers saw that inter-sectoral coordination was greatly helped by small cross-sectoral teams that were flexible. This finding was categorized as informal agile practices. Both were compared, verified, and conclusions were drawn regarding the contradiction between formal structures and the need for bureaucratic adaptation.

Through various innovations and digital transformations, the Communication, Informatics and Persandian Office of Banyuwangi demonstrates adaptive and responsive capabilities in facing the challenges of uncertainty. This approach is in line with the principles of agile governance, which emphasizes flexibility, collaboration and continuous learning in the governance of public organizations. Banyuwangi's success in implementing SPBE and digital service innovation is a clear example of how local governments can improve organizational resilience amid complex and uncertain environmental dynamics.

Agile Governance Implementation Level

From the results of observations and interviews, the level of implementation of agile governance principles in five main aspects was obtained. The results are presented in the following graph:



Source: Processed by the author, 2025

Based on the graph above, crisis response occupies the highest level (90%), followed by cross-field collaboration (85%). This shows that although the bureaucratic structure is not yet fully agile, there is an embryo of flexibility that has developed culturally in the work environment.

This flexibility is reflected in the organization's ability to adjust work procedures quickly when facing emergency situations and in responding to changes in national information technology regulations. This shows that adaptability is not only present at the policy level, but has also begun to take root in the daily practices of employees of the Banyuwang Communication, Informatics and Persandian Agency, for example through the adoption of digital work systems, inter-section collaboration without layered bureaucracy, and the application of real-time data-based solutions.

Thus, although structural reform towards agile bureaucracy is still in process, the transformation of values and agile work patterns has grown organically. This is in line with the concept of adaptive space proposed by (Uhl-Bien, M. and Arena, 2021), which is an informal interaction space that allows innovation and rapid response to

develop in the midst of a rigid bureaucratic system. This cultural adaptation is an important foundation in building sustainable organizational resilience in the context of uncertainty.

Correlation between Agile Governance and Organizational Resilience

Agile governance practices such as innovation iteration, rapid collaboration, and cross-field team engagement contribute to increasing organizational adaptive capacity. Theory from (Luna et al., 2022) adapted by (Akbar Maulana et al., 2023) states that agile governance encourages organizations to learn and adjust strategies dynamically. This is agreed by the informants, that the success of responding to a changing central system or crisis events such as a pandemic, is largely determined by the internal ability to quickly adapt.

Thus, based on the focus of this organizational resilience research, the theory used and the most relevant in accordance with the context of the local government bureaucratic organizational environment is the agile theory governance (Luna et al., 2022). The reasons for the suitability of this theory are as follows.

1. Specific to the public sector, not just agile theory in general or private management theory.
2. Focus on how government organizations can transform through agile approaches in uncertain environments.
4. Integrate aspects of adaptability, collaboration, decentralization of decisions and digital experimentation, all of which appear in your research findings.
5. This theory supports the idea that agility is not just a technical method, but also a management philosophy of public organizations.
6. It can be used to describe analytical indicators, such as adaptive response, cross-unit collaboration, decentralization of decision-making, increased experimentation-based innovation and crisis survival and learning.

The theoretical framework in this research is prepared to provide a conceptual foundation that explains the relationship between the variables studied, especially between organizational resilience and agile governance in the context of digital government. As a basis for analysis, this research refers to theories that reflect the relationship between organizational adaptive capabilities and dynamic environmental demands. To understand the dynamics that occur in the Communication, Informatics and Persandian Office of Banyuwangi, a conceptual framework is used that integrates the concepts of strategic resilience and agile governance, to clarify the direction and focus of the study. This framework maps how internal organizational factors interact in shaping responsive capacity to VUCA (Volatility, Uncertainty, Complexity, Ambiguity) situations.

Furthermore, to explain the phenomena studied in more depth, this research adopts an approach that emphasizes flexibility, adaptive learning, and long-term resilience of public sector organizations. Thus, this theoretical framework is built based on relevant theories and the results of previous studies, which serve as an analytical tool in explaining the resilient mechanisms that develop in modern bureaucratic practices as follows.

Agile governance as an organizational resilience booster (study on the Communication, Informatics and Persandian Office of Banyuwangi)



VUCA and Adaptive Leadership by (Uhl-Bien, M. and Arena, 2021) is used to strengthen the background and discussion at the research locus, especially in explaining the challenges of the external environment.

Organizational Resilience by (Boin, A.; van Eeten, 2020), is useful to explain why organizations need to be resilient, and how they respond to crisis/disruption. It can also be used as a reference that the importance of agile as a way to achieve resilience.

Thus, agile governance (Luna et al., 2022) provides a conceptual foundation for analyzing how regional bureaucracies such as the Communication, Informatics and Persandian Office of Banyuwangi are able to build organizational resilience. This approach is aligned with the theory of organizational resilience (Boin & van Eeten, 2020) and the challenges of VUCA environments (Uhl-Bien, M. and Arena, 2021), making them the main framework in this research.

Strengthening Strategy

This strengthening strategy is directed at accelerating the transformation of a more agile and resilient bureaucratic culture. In the long run, this approach not only strengthens the organization's resilience to uncertainty, but also increases public legitimacy of the performance of the Office of Communication, Informatics and Persandian Banyuwangi as an agile public organization.

Researchers see that future organizational strategies such as developing adaptive human resources, implementing end-to-end digital systems, and improving strategic communication must use the Strategic Resilience Framework model, which emphasizes the importance of operational flexibility and innovation integrated into the organizational management system, especially at the Communication, Informatics and Coding Office of the Banyuwangi Regency Government.

Conclusion and Suggestions

Conclusion

Agile governance plays a strategic role in building organizational resilience in the midst of uncertainty. By adopting the principles of flexibility, collaboration, and adaptation, public sector organizations can improve service effectiveness and efficiency. Based on the results of this study, it can be concluded that:

1. The Communication, Informatics and Standardization Office of Banyuwangi Regency has a fairly high level of organizational resilience in the face of uncertainty, especially with regard to the dynamics of ICT and digital public services.
2. Informal application of agile governance principles has become a strategic factor in maintaining organizational sustainability.
3. Not all agile aspects can be implemented systemically due to structural, regulative, and organizational culture barriers that do not fully support flexibility and innovation.
4. Structural improvement measures and HR training are needed to strengthen the role of agile governance in supporting the resilience of bureaucratic organizations.

Suggestions

1. Local governments need institutional policy support to accelerate the adoption of agile governance principles, such as work structure flexibility and autonomy in digital innovation.
2. To the Communication, Informatics and Persandian Office of Banyuwangi Regency, it is necessary to expand the space for digital experimentation and pilot projects to accelerate the organizational learning process.
3. For future research, it is recommended to examine the integration of agile governance in other sectors to see patterns of replication of success and obstacles on a wider scale in the scope of public organizations.

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