


Implementation Organizational Agility Maturity Model at Tribe EWZ, PT. Telekomunikasi Indonesia TBK

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Article Info	ABSTRACT
<p>Keywords: Agility, Agility Maturity Model, Oragnizational Agility, Oragnizational Maturity PENDA.</p>	<p>This study uses a qualitative method, with data collection techniques carried out through data source triangulation, namely by obtaining data from various sources using the same method. The data collection tool used in this study is in-depth interviews conducted with six (6) informants, consisting of one (1) Tribe Leader, one (1) Squad Leader, one (1) Product Manager, one (1) Junior Product Manager, and two (2) Scrum Masters. The results of this study provide an overall picture of the maturity level of Tribe EWZ. In its implementation, the EWZ Tribe measurement uses the Wendler model which consists of 3 (three) Dimensions and 6 (six) Sub-dimensions, namely: Agility Prerequisites include: Agile Values, Technology; People Agility includes: Workforce, Change Management; Structure Enhancing Agility includes: Collaboration and Coordination, Flexible Structure. Based on these implementations, it is known that Tribe EWZ is at maturity stage 2: Agility Transition, which at this stage means that Tribe EWZ has implemented all three dimensions throughout most of the organization. However, Tribe's current position is considered insufficient by some parties, they hope that Tribe EWZ can reach the highest level which is 3: Organizational Agility.</p>
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INTRODUCTION

Organizations must transform in the face of increasingly complex global changes and challenges to improve product quality, productivity, speed, customer engagement, and better employee retention. An organization that is ready to achieve its goals is an organization that effectively reorganizes its entire organization (PwC, 2020). Agile is a set of management methods, principles, and frameworks that require a quick and flexible approach to work to complete tasks (Dudija, 2020). Agile is a way of thinking and a passion for working together in creating products, both within the team and with external parties. In addition, agile can also be interpreted as the readiness and openness of an organization in facing and accepting changes that arise during the product development process (Anggadwita et al., 2021). These changes have an impact on the culture and operations of transformative organizations, as well as the need for an understanding of core capabilities to determine the leadership needed (Gunsberg et al., 2018).

In the dynamics of organizational transformation that are increasingly complex, organizations need to have agility in responding to changes that occur through organizational agility so that the concept of organizational agility is very important for the survival and success of the company. Agility is seen as a key competency for organizations to maintain a competitive advantage, as it allows organizations to respond quickly to changes in the environment and make effective decisions.

In a global survey conducted by McKinsey in Aghina et al., (2021) there were 2,190 respondents from various industries that showed that organizations have moved towards agile. The results of the survey show that 12% of born agile or organizations that have implemented agile principles since their inception, 44% of organizations are in the process of implementing agile, with 22% having improved agility in several units, 10% having made comprehensive agile changes, 4% having made agile changes and 8% of organizations have improved agility across multiple teams, and 19% of organizations are preparing to transform into agile. However, there are also organizations that do not plan to transform agile by 25%.

In addition, from the survey results, it is also known that the telecommunications and financial services industry has always been a leader in the implementation of agility, of course, with a high level of disruption and transformation in both industries. Launching from data obtained from WANTIKNAS (National Information and Communication Technology Council) in 2020, it is known that the Indonesia government has set a digital transformation plan for 2024, with a digital economy growth target of between 3.17% and 4.66%. Digital trends are WANTIKNAS a top priority in an effort to accelerate digital transformation in Indonesia. Digital transformation provides opportunities for companies to increase the value offered to customers and stakeholders. Digital transformation will generally be more effective if it is implemented directly into the company's business model (Siswanti et al., 2024).

According to previous agility consultants in the EWZ Agility Maturity Assessment (2020), to increase the maturity of the Tribe, more effective communication between members and the team is needed, as well as better time and HR management to avoid multitasking and dividing key members to other teams. Tribe also needs to make continuous improvements throughout the process, not just during the sprint retrospective. Schwaber & Sutherland (2020) defines a sprint retrospective as an evaluation by a team related to the implementation of the last sprint. The use of JIRA as a project tracking tool must be scaled up to maximize the transparency of team operations, and Tribe needs to increase the scope of automated testing beyond existing training.

After the last measurements taken in 2020, changes are bound to occur within various aspects of the organization. These changes are expected to have a significant impact on Tribe's maturity. The measurements that will be carried out today aim to obtain accurate and up-to-date data to assess the extent of progress that has been made by Tribe. With this measurement, the researcher wanted to find out how its implementation in Tribe was carried out, whether it had moved in a better direction with improved performance and work quality, remained in a stagnant position without any progress, or actually experienced a decline in various performance indicators.

The implementation of the Agility Maturity Model (AMM) in Tribe EWZ can encourage collaboration between departments and teams, build a more collaborative and innovative work culture, and generate key metrics and indicators for management for better, data-driven decision-making. AMMs provide a structured approach to assessing and improving organizational flexibility, especially in fast-changing sectors such as software and IT services. Therefore, the researcher will re-measure using the Agility Maturity Model developed by Wendler (2014) to find out the implementation in detail. This model focuses on 3 main dimensions with 6 sub-dimensions, namely:

1. Agility Prerequisites meliputi: Agile Values, Technology
2. Agility of People meliputi: Workforce, Management of Change
3. Structure Enhancing Agility meliputi: Collaboration and Coordination, Flexible Structures

By using these dimensions, organizations can incorporate agility principles, improve individuals' ability to adjust, and consider activities that support agility (Wendler, 2014). The application of this model allows organizations to recognize areas that need improvement and plan strategic measures to improve their maturity stage (Wendler, 2014).

With the above phenomenon, there are several things that need to be studied further. First, the delay in solving problems caused by communication media. Second, time efficiency and output quality caused by the work of various tasks. Third, the delay in the implementation of the improvement caused by the team's operations. Fourth, inefficient meetings caused by the busyness of key team members. Fifth, the use of tools that are not optimal is caused by the active use of tools by team members.

This is also supported by the results of interviews conducted by researchers together with Squad Leader EWZ related to the phenomenon of measuring organizational agility maturity further is needed because the use of certain tools or frameworks in Tribe EWZ is not carried out regularly and continuously, and there are limitations in the current evaluation which is carried out based on the intuition of the leader without involving a comprehensive approach. Therefore, there is an encouragement for researchers to further research related to this phenomenon with the title "Implementation of the Organizational Agility Maturity Model at Tribe, PT. Telekomunikasi Indonesia Tbk."

Strategy Management

Pasaribu & Widjaja (2022) define strategy as a tool to achieve long-term goals. In the context of business, strategies can include expansion into new territories, diversification of products or services, acquisition of other companies, product development, market penetration, cost savings, asset sales, liquidation, and the formation of joint ventures. According to Rotharmel, in Pasaribu & Widjaja (2022) Strategy management is a management approach to organizations in analyzing, formulating, and executing corporate strategies with the intention of creating a competitive advantage or better performance than their competitors, especially in the context of meeting consumer needs.

Agility

Ulrich & Yeung (2019) say that Agility has now become "capability du jour." Agility is the ability to respond quickly to opportunities in the market. These include the ability to adapt,

a continuous learning process, and the ability to act quickly and flexibly, both in organizational and individual contexts.

Organizational Agility

According to Walter (2021) Organizational Agility is a skill that is constantly evolving, learnable, and accessible whenever needed to improve business performance in a dynamic market. Organizational Agility is internally and externally oriented. Internally, organizations pay great attention to the coordination of different types of agility. In addition, possibility, dependency, and alignment must also be considered. Externally, organizations concentrate on environmental changes and how those changes impact a competitive market. Organizational Agility is a broad organizational idea that is part of strategic management at the time of realization. When management tasks are described, the main role of management in building organizational agility becomes clear (Walter, 2021).

Organizational Maturity

Organizational Maturity is defined as a measure of an organization's ability to adapt to the environment, improve performance outcomes, and learn from changes that occur with superior results in the industry (Guell, 2020). Organizational Maturity is defined as the readiness of public organizations to succeed in carrying out collaboration. This emphasizes the importance of internal organizational characteristics such as structure, culture, resources, knowledge, staff skills, and attitudes.

Agility Maturity Model (AMM)

Organizational maturity measurement is carried out using the Agility Maturity Model through object observation and will be analyzed through various criteria. The Agility Maturity Model describes and determines the state in accordance with the maturity level of the object being studied (Wendler, 2014). In the research on the development of an organizational maturity model conducted by Wendler (2014), it is known that there are significant differences in tools and techniques that can evaluate and show the quality of a company's organizational agility.

Dimensi Maturity Model

Most organizations are faced with complex challenges. Assessing agility involves assuming that the agile dimensions in the organization are clearly explained and that the assessment requires available evaluation tools or methods. The Organizational Agility Maturity Model developed by Wendler (2014) aims to solve this challenge by introducing the maturity model as an evaluation tool for organizational agility.

This model is a useful and practical tool that can reflect the patterns of organizational agility found in the software and IT services industry. (Wendler, 2014).

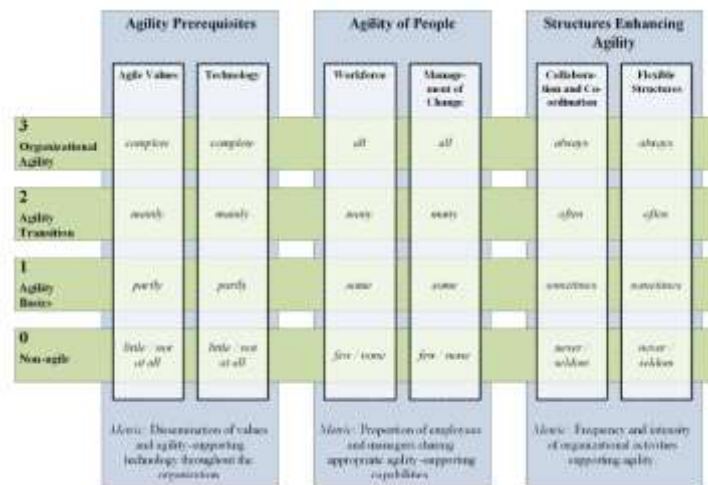


Figure 1. Structure of the Organizational Agility Maturity Model

Source: Wendler (2014)

The Maturity Model developed by Wendler (2014) consists of three dimensions, which are then further divided into two sub-dimensions each. The components of each aspect are outlined below:

- a) **Agility Prerequisites**, It is a measure of the extent to which members of an organization adopt agility values and the extent to which the organization establishes technological requirements to support agility.
 1. **Agile Values**, It is described as the formation of an organizational culture that adopts Agile values such as proactivity, responsiveness, trust, support for employee initiatives and decisions, and change management as opportunities and opportunities. This culture is measured based on the extent to which Agile values have been thoroughly applied in the organization.
 2. **Technology**, defined as a foundation that supports organizational flexibility by facilitating efficient communication at all levels and departments, information sharing, and the use of standardized, comparable, and integrated technology and information. The deployment of appropriate technology support across the organization is used as a measure to evaluate the level of technology.
- b) **Agility of People**, It is a measure of the ability needed by members of the organization to apply agility values to adapt to change.
 1. **Workforce**, defined as a crucial aspect, especially related to the abilities possessed by the members of the organization. They need to manage change with their abilities, as well as be willing to learn from each other to continue to improve, trust each other, and be responsible. They must be able to think and act with a focus on quality and market needs.
 2. **Management of Change**, defined as a manager's expertise in coping with change quickly. To measure the effectiveness of change management, managers must have the ability to communicate and inspire members of the organization to accept and take long-term action related to needs and benefits for the company.

- c) Structures Enhancing Agility, It is a measure of an organization's ability to deal with change by paying attention to the organizational culture that encourages collaboration and cooperation at all levels.
1. Collaboration and Cooperation, defined as the internal relationship between departments and organizational functions in decision-making, and the development of new products or services. In addition, Collaboration and Cooperation involves external relationships with partners and customers that focus on quality, feedback, and information sharing intensively.
 2. Flexible Structures, defined as the ability of an organization to quickly adjust structures, processes, or authorities if necessary and how agile an organization changes processes or decision-making by paying attention to the extent to which the organization is involved in activities that develop and integrate flexibility.

Maturity Stage

The Agility Maturity Model, developed by Wendler, has 4 (four) different maturity stages for each sub-dimension that are assessed independently. With this model, an organization can be at different stages of maturity in one sub-dimension at a given time. The difference is aimed at the fact that the model reflects the reality of the transition to an agile organization, where improving every aspect cannot be done simultaneously.

Maturity Stage
0: Non-agile
1: Agility Basics
2: Agility Transition
3: Organizational Agility

Figure 2. The Four Stages of Organizational Agility Maturity

Source: Wendler (2014)

The following is an explanation of the four maturity stages (Wendler, 2014):

- a. 0: Non-agile, Organizations do not show or show few characteristics of organizational agility. The basic values of agile are unknown, and the underlying technology does not support effective communication. A small percentage of employees and managers have the ability to implement agile values. Therefore, organizational efforts to increase collaboration, cooperation, and implement flexible structures may not occur or only happen by chance.
- b. 1: Agility Basics, organizations have the characteristics of Basic Agility. Agile values that prioritize agility are only applied to some divisions, teams, or structural levels of the organization. Some employees and managers have agile skills in managing rapid change, but their implementation tends to be limited to a few specific departments or teams.
- c. 2: Agility Transition, Organizations have successfully spread Agile values and built the right technology foundation in most organizations. Many employees and managers have an understanding and agility skills. Most of the changes have been well received,

and the organization has made efforts to help with teamwork and build a flexible structure.

- d. 3: Organizational Agility, The organization successfully builds an adequate technology foundation, implements Agile values as a whole, and ensures that all employees and managers are able to adapt to the dynamic work environment. Collaboration and structural flexibility are key aspects of work routines, so organizations can quickly respond to change

Tribe

Tribe is a combination of working groups that represent an independent business. A tribe is expected to have a dedicated Profit and Loss (P&L), which means all revenue and expenses related to the business within the quarter can be reported and managed independently.

Squad

The EWZ tribe not only operates as one large unit, but is also broken down into smaller units called Squads . A squad is a small, cross-functional team that is able to work independently and produce the end result. The squad consists of an efficient number of members and is compact enough to remain agile and effective at work. The squad has high autonomy in making decisions, is responsible for creating a Minimum Viable Product (MVP), and further develops it based on input from stakeholders (Ozbayrac, 2022).

METHODS

Dukeshire & Thurlow in Sugiyono (2020) said that research is a systematic method to collect data and explain the results. Creswell in Sugiyono (2020) defines the research method as a series of activities that involve data collection, analysis, and explanation in accordance with the research objectives. Each research has a specific purpose and use. In general, research aims to describe, prove developing, discovering, and creating (Sugiyono, 2020). Indrawati (2018) defines qualitative research as research that analyzes descriptive data that cannot be quantified directly. In the context of management and business, this research aims to achieve management and business goals through techniques that allow researchers to obtain data on the experiences, attitudes, and opinions of individuals or groups. This research presents data to interpret phenomena without relying on numerical measures, but rather focuses on obtaining meaning and deep insights into research problems and questions. Qualitative research methods are approaches based on postpositivist or interpretive philosophy.

Qualitative research is conducted to investigate the natural condition of an object, where the researcher plays a key instrument. The triangulation technique is used by combining observation, interviews, and documentation as data collection methods. All data obtained is qualitative, and the analysis is inductive or qualitative. The results of qualitative research can include things such as potential findings, unique properties of objects, meaning of events, processes and social interactions, certainty about the correctness of the data, phenomenal construction, and hypotheses (Sugiyono, 2020). The purpose of qualitative research is not only to seek the truth, but rather to understand the subject's perspective about the surrounding environment. In an effort to understand this, there is a possibility that the

information conveyed by the informant is inaccurate, because it may not be in accordance with existing theories or laws (Sugiyono, 2020).

RESULTS AND DISCUSSION

Implementation Organizational Agility Maturity Model at Tribe EWZ

In the current Implementation of the Organizational Agility Maturity Model, Tribe EWZ uses the measurement of the Agility Maturity Model based on Wendler's theory. In its implementation, Tribe EWZ makes measurements using the Wendler model which consists of 3 (three) Dimensions and 6 (six) Sub-dimensions, namely:

a) Agility Prerequisites

- 1) Agile Values: Tribe EWZ applies agile values using the scrum framework, design thinking, and SAFe-framework. As well as holding a culture agenda that is tailored to agile values such as Digitalk and TownHall. In addition, Tribe also iterates and ensures that the deliverables carried out are in accordance with the needs and are carried out in an agile manner.
- 2) Technology: the use of technology used by Tribe EWZ is seen from the perspective of Scalability, Liability, and Security. As well as using several supporting tools such as JIRA, MS Teams, Discord, WhatsApp, Figma, and Google.

b) Agility of People

- 1) Workforce: Tribe once established an agile committee even though it did not last long because there were other priorities that had interests above this agile committee. In addition, measurements related to OKR (Objective Key Result) and KPI (Key Performance Indicator) are used to find out whether the efforts made have achieved the set goals, as well as provide a clear picture of Tribe EWZ's performance and progress in implementing the agility concept. Also, conducting learning between talents, individual development activities facilitated by the Chapter, and implementing work-life balance through sharing sessions such as 1on1 or coaching, Digitalk, and TownHall.
- 2) Management of Change: creating an agile and flexible organizational structure, ensuring that individuals understand agile, and in the process Tribe EWZ uses agile tools or frameworks. In addition, to integrate change management, Tribe released an Electronic Service Memorandum (NDE) as a regulatory basis to make changes in accordance with needs. Tribe involves the Scrum Master as a facilitator on the ways of working side in receiving feedback and socializing change. Tribe also conducts a survey of talents related to the changes made and approaches each party related to the change and is quite critical or sensitive. Also, providing rewards and recognition both in material and non-material form.

c) Structures Enhancing Agility

- 1) Collaboration and Cooperation: For cooperation and collaboration at the smallest level (squad) there is a Scrum Master, then at the product level there is a program leader, and for a higher level, Tribe has an orchestrator. In addition, the application of the Tribe communication concept is carried out on a top-down basis which is

considered more in line with Telkom's culture, where orders from the Tribe Leader will make the bottom-up level produce initiatives that can be carried out. Then, there is a regulation that requires talent to work 3 days from the office, and 2 days to work from home. As well as the use of tools such as, DOA (Digital Operation and Assurance), JIRA, Discord, WhatsApp, Figma, MS Teams and Google.

- 2) Flexible Structures: Telkom gives Tribe the freedom to manage their organizations. Tribes are allowed to have more than 1 squad to suit their needs. Tribe builds an organization using the C-Level Organization structure, which divides Tribe into 3 levels, namely, Tribe Leader, Program Level, and CEO (Chief Executive Officer) of each product. Decision-making is divided from Product Owner to Tribe Leader which allows for quick and relevant responses adjusted to OKRs (Objective Key Results), and the division of product-related responsibilities lies with the CEO of each product.

Maturity Stage Tribe EWZ

The Agility Maturity Model aims to facilitate the understanding and comparison of the level of practices and agile culture that an organization currently has. Therefore, organizations can identify areas that need improvement and design strategies to achieve organizational goals by measuring agility maturity. This measurement involves 3 (three) Dimensions and 6 (six) Sub-dimensions, namely: Agility Prerequisites including: Agile Values, Technology; Agility of People includes: Workforce, Management of Change; Structure Enhancing Agility includes: Collaboration and Coordination, Flexible Structures. For the Organizational Agility Maturity Model based on these dimensions, it can be seen from the following maturity stages:

- a. 0: Non-agile, the organization does not show or shows few characteristics of organizational agility.
- b. 1: Agility Basics, organizations have the characteristics of Basic Agility. The integration of agile concepts that prioritize agility is only applied to some divisions, teams, or organizational structural levels.
- c. 2: Agility Transition, organizations successfully integrate the concept of agile in most organizations.
- d. 3: Organizational Agility, the organization successfully integrates the concept of agile throughout the organization.

Based on the research that has been conducted, it is known that the current Implementation of the Organizational Agility Maturity Model, Tribe EWZ is in the Agility Transition stage because in terms of overall dimensions, Tribe EWZ has integrated agile values and technology in most organizations. In addition, the understanding of the agile concept in each talent has increased and Tribe can accept changes well, one of which is through the development of an agile organizational structure. In addition, Tribe has implemented an organizational structure that supports agility using a C-Level Organization, decision-making that is divided from Product Owner to Tribe Leader, and the division of product-related responsibilities lies with the CEO of each product.

The speakers agreed that Tribe is in this position because Tribe EWZ has successfully adopted agile methods in internal organizations. They see a positive change in the way they

work, although the impact has not been fully felt in all products produced by Tribe EWZ. Most products and work processes are still dominated by the waterfall method, especially in the aspect of continuous improvement that tends to be conventional. Although Tribe EWZ has carried out various initiatives and programs related to agility, the implementation of agile is still in a transition stage which can be seen from Tribe's efforts to continuously iterate and adjust in product development and talent management. This effort demonstrates Tribe's commitment to continue to adapt and integrate agile principles, although there are still challenges and obstacles in some parts.

However, the current situation is considered inadequate by some parties, especially because the expected positive impact has not been fully felt by stakeholders. They assessed that the changes made by Tribe had not reached the desired expectations, so further steps were needed to optimize the implementation of agile. Tribe EWZ needs to implement agile methods thoroughly and consistently, not just limited to the transition period. An agile approach must be integrated into all operational and strategic aspects of the organization to ensure sustainable impact. Although most of the development process has been carried out with an agile approach, some aspects still face obstacles that are difficult to overcome, such as the ability to cope with change and limited resources.

The speakers hope that Tribe EWZ can reach the highest level, namely 3: Organizational Agility. At this level, the change is not only visible in daily practice, but also provides significant added value to the organization as a whole. They are optimistic that with consistent commitment and efforts, Tribe EWZ can create a more adaptive, responsive, and innovative work environment, which will ultimately improve the performance and satisfaction of stakeholders.

CONCLUSION

Based on the results of the research entitled "Implementation of the Organizational Agility Maturity Model in Tribe EWZ, PT. Telekomunikasi Indonesia Tbk." aims to find out the results of the implementation of the Agility Maturity Model in Tribe EWZ, as well as the current Maturity Stage of Tribe EWZ. In addition, this study also aims to find out the strategies used in increasing Organizational Agility Maturity in Tribe EWZ. Therefore, from the results of the research conducted, it can be concluded that in its implementation, Tribe EWZ makes measurements using the Wendler model which consists of 3 (three) Dimensions and 6 (six) Sub-dimensions, namely: Agility Prerequisites including: Agile Values, Technology; Agility of People includes: Workforce, Management of Change; Structure Enhancing Agility includes: Collaboration and Coordination, Flexible Structures. These results show that the application of these dimensions has been carried out by Tribe EWZ, such as the role of the Scrum Master who helps the application of agile values, the use of tools that help operational effectiveness, and the understanding and acceptance of talent related to agility which is quite good, collaboration and coordination that has been carried out from the smallest level (Squad), as well as the implementation of the C-Level Organization organizational structure that supports agility. However, there are several obstacles faced by Tribe in the implementation of agile values,

such as a strong company culture, different levels of technology adoption, lack of management support in the use of uniform tools, and AMM measurement that has less significant impact. In addition, Tribe also experienced challenges in adding talent, rejection of value and culture changes, different maturity levels of talents, adaptation to agile structures, complicated career management, and different product priorities that made it difficult to allocate resources. Based on this implementation, it is known that Tribe EWZ is in maturity stage 2: Agility Transition, which at that stage means that Tribe EWZ has implemented all three dimensions in most organizations. Tribe's position on agility transition is currently approved by the speakers because of the fact that Tribe EWZ has successfully adopted agile methods in internal organizations. They see a positive change in the way they work, although the impact has not been fully felt in all products produced by Tribe EWZ. However, Tribe's current position is not considered enough by some parties, they hope that Tribe EWZ can reach the highest level, namely 3 Organizational Agility.

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