

ABSTRAK

Universitas Gadjah Mada (UGM) sebagai universitas bertaraf internasional sudah seharusnya menjadi organisasi yang *agile*. UGM telah berkomitmen mewujudkan *agile university governance* melalui pengembangan manajemen yang *outcome oriented*, fleksibel, dan *multiple helix*. Penelitian ini bertujuan untuk menguji varian dari variabel *organizational agility maturity* dan menilai tingkat *organizational agility maturity* di UGM. Penelitian ini menguji enam hipotesis secara univariat dan multivariat terkait perbedaan penyebaran variabel *agility value*, *technology*, *workforce*, *management of change*, *collaboration and cooperation*, serta *flexible structures* pada unit kerja di UGM. Selain itu penelitian ini juga menguji hipotesis tentang tingkat *organizational agility maturity* UGM.

Perbedaan tingkat *organizational agility maturity* pada penelitian ini diukur pada 55 unit kerja dengan jumlah keseluruhan responden sebanyak 561 pegawai yang terdiri dari pejabat manajerial, dosen, dan tenaga kependidikan. Pengambilan sampel dilakukan secara *stratified random sampling*. Hasil uji MANOVA dari penelitian ini menerima hipotesis penelitian secara univariat dan multivariat, yang menunjukkan terdapat perbedaan yang signifikan terkait penyebaran enam variabel tersebut pada unit kerja di UGM. Sedangkan hasil uji *organizational agility maturity* menolak hipotesis yang menyatakan UGM telah berada pada tingkat optimum. *Organizational agility maturity* UGM berada pada tingkat 2 atau *transisi agility* dengan nilai 3,81. Nilai *organizational agility maturity* tertinggi diperoleh Direktorat Penelitian (4,46) dan nilai terendah pada Pusat Studi Kependudukan dan Kebijakan (3,23).

Berdasarkan pada nilai mean dari seluruh variabel *organizational agility maturity*, belum ada variabel yang mencapai nilai optimum. Nilai tertinggi terdapat pada variabel *workforce* dengan indikator pegawai mampu berkomunikasi satu sama lain dengan rasa percaya, niat baik, dan saling menghargai (4,05). Sedangkan nilai terendah terdapat pada variabel *management of change* dengan indikator pimpinan menerapkan gaya kepemimpinan yang informal dengan fokus pada pembinaan dan menginspirasi pegawai (3,5). Penelitian ini menyarankan penerapan *matrix organization* untuk meningkatkan nilai yang masih lemah pada variabel *workforce*, *management of change*, *collaboration and cooperation*, dan *flexible structures*. Pengembangan integrasi sistem dan teknologi informasi untuk meningkatkan nilai pada variabel *technology*. Penginternalisasian visi dan nilai-nilai organisasi secara jelas kepada seluruh pegawai UGM di setiap lapisan untuk meningkatkan nilai yang lemah pada variabel *agile value*.

Kata kunci: *organizational agility maturity*, *agile value*, *technology*, *workforce*, *management of change*, *collaboration and cooperation*, *flexible structures*

ABSTRACT

As an internationally renowned institution, Universitas Gadjah Mada (UGM) must embody the characteristics of an agile organization. UGM is dedicated to implementing agile university governance by developing management practices that are outcome-oriented, flexible, and based on the multiple helix model. This study aims to examine the variation in organizational agility maturity variables across different work units and to assess the level of organizational agility maturity at UGM. This study examine six univariate hypotheses and one multivariate hypothesis related to differences in the distribution of organizational agility maturity variables in work units at UGM which include agility value, technology, workforce, management of change, collaboration and cooperation, and flexible structures. This study also examine one hypothesis about the level of organizational agility maturity of UGM.

The study employs a comprehensive analysis of organizational agility maturity levels across 55 work units, involving a total of 561 respondents, which include managerial officials, lecturers, and educational staff. Stratified random sampling was utilized to ensure a representative sample. The collected data were analyzed using Multivariate Analysis of Variance (MANOVA). The findings of this study accept the univariate hypotheses and multivariate hypothesis, which show that there are significant differences in the distribution of the six variables in the work units at UGM. While, the results of the organizational agility maturity examine reject the hypothesis that UGM is at the optimum level. UGM organizational agility maturity is at second level or transitional agility at score 3.81. The highest organizational agility maturity value at the Directorate of Research (score: 4.45) and the lowest value at the Center for Population and Policy Studies (score: 3.23).

Based on of the mean value of organizational agility maturity variables, there are no variables that reach the optimum value. The highest value is found in the workforce variable with indicators that employees are able to communicate with each other with trust, goodwill, and mutual respect (score: 4.05). While the lowest value is found in the management of change variable with an indicator that the leader applies an informal leadership style with a focus on coaching and inspiring employees (Score: 3.5). This study suggests to application of matrix organization to improve the weak scores on workforce variables, management of change, collaboration and cooperation, and flexible structures. Development of system integration and information technology to improve scores on technology variables. Internalizing the vision and values off the organizational clearly to all UGM employees at every level to improve the weak value on the agile value variable.

Keyword: *organizational agility maturity, agile value, technology, workforce, management of change, collaboration and cooperation, flexible structures*