



The Effect Of Organizational Agility On Organizational Performance In Class I Correctional Institutions In Palembang

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ABSTRACT

The President of the Republic of Indonesia, Prabowo Subianto, issued Law No. 1 Year 2025 on Expenditure Efficiency in the Implementation of the APBN / D at Ministries / Institutions. The IMIPAS Ministry as a new institution is required to be able to adapt to dynamic efficiency and restructuring policies. Organizational agility theoretically plays an important role in maintaining organizational performance, especially in the Prison Technical Implementation Unit. This study aims to determine the effect of organizational agility on organizational performance at Class I Palembang Correctional Institution. The research method used is quantitative with probability sampling technique based on the Krejcie and Morgan formula, so that 91 respondents were obtained. Data collection was done through a Google Form questionnaire with 22 statement indicators. Data analysis includes validity, reliability, normality, simple linear regression, significance, and determination tests using SPSS version 25. The test results show a significance value of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. R square of 0.753 shows that organizational agility affects organizational performance by 75.3%, while 24.7% is influenced by other factors. In conclusion, there is a positive and significant influence between organizational agility on organizational performance at Class I Palembang Correctional Institution.

INTRODUCTION

In the rapidly evolving digital era, information and communication technology plays a key role in driving significant change in various aspects of life. Digital transformation is increasingly pervasive in government, economics, social affairs, and law, opening up broader access to information. While this brings many benefits, this technological advancement also poses new challenges, particularly in terms of regulation and law enforcement in a digital world.

Indonesia is a country governed by law, as affirmed in Article 1 paragraph 3 of the 1945 Constitution. This means that all aspects of national life must be based on applicable legal

regulations, not on power alone. (Asshiddiqie, 2022) states that legal policy in Indonesia should not focus solely on law enforcement but must also be a means to achieve national goals, including public welfare and social justice. To improve the quality of governance, the President and Vice President-elect of Indonesia for the 2024-2029 period, Prabowo Subianto and Gibran Rakabuming, have adopted the vision of "Together Advancing Indonesia Towards a Golden Indonesia 2045." This vision is realized through eight main missions referred to as "Asta Cita."

Based on the eight Asta Cita missions, point 7 states, "Strengthening political, legal, and bureaucratic reforms, as well as strengthening the prevention and eradication of corruption and narcotics." This mission emphasizes the importance of bureaucratic reform, including increasing the efficiency and effectiveness of state management. The goal is to create a clean, transparent, and accountable Indonesian government, which is expected to improve the performance of civil servants in providing public services. According to a report from Bloombergtechnoz.com by (Purnama, 2025), ten ministries and institutions experienced the greatest impact of budget cuts under President Prabowo Subianto's budget efficiency policies. The following is a list of these ten ministries and institutions. According to this source, the Ministry of Immigration and Corrections ranked ninth in the list and received significant attention. In 2025, the Ministry of Immigration and Corrections experienced significant budget cuts, placing it ninth out of the ten ministries with the largest budget cuts under President Prabowo Subianto. The budget ceiling, initially set at 15.6 trillion Rupiah, required a 28 percent reduction, equivalent to 4.4 trillion Rupiah.

According to research (Putra, 2020), budget decentralization can foster economic growth and performance in local governments. However, significant budget cuts without an appropriate strategy can negatively impact ASN performance. Therefore, it is crucial for the government to consider the impact of this policy on ASN performance and find a solution that balances budget efficiency and ASN welfare. While these challenges can disrupt the effectiveness of ASN performance, adaptability is key to maintaining the operational continuity of ministries and institutions for ASN. According to (Ottemoesoe, Lovely, & Devie, 2021), organizational agility is an organization's ability to adapt effectively to changes in the business environment. Organizational agility requires a system that is flexible and adaptable to change. Therefore, agile organizations are designed to target not only stability but also dynamism within the organization. Organizational agility reflects a company's ability to adapt to highly dynamic environments (Tallon & Pinsonneault, 2011). Organizational performance refers to the extent to which an organization successfully achieves its strategic goals and objectives, as well as its ability to realize predetermined targets (Hasbiyadi, 2021). Organizational performance is not only seen from individual tasks and behaviors but also reflects the organization's ability to implement its strategic plans. This means that performance assessments focus not only on individual achievements but also on how much the organization as a whole contributes to achieving its vision, mission, and strategic objectives (Khaeruman, Mukhlis, Bahits, & Tabroni, 2023).

One study demonstrating the importance of organizational agility in supporting organizational performance is a study conducted by Thabit Atobishi in 2024. Thabit Atobishi and two colleagues conducted the study on 300 employees of the Ministry of Justice in Jordan. The results also demonstrated the positive influence of organizational agility in improving organizational performance (Atobishi, Moh'd Abu Bakir, & Nosratabadi, 2024).

LITERATURE REVIEW

Understanding Organizational Agility

According to Tallon & Pinsonneault (2011), organizational agility is defined as an organization's capacity to adapt quickly and efficiently to dynamic and often unpredictable environmental changes. This concept encompasses the ability to make strategic and operational adjustments and respond quickly to new situations. Organizational agility is becoming increasingly important in the public sector context, as government organizations face pressure

to be more responsive and efficient in public service delivery (Vial, 2021). With rapid digitalization and technological advancements, organizations need not only adapt but also be proactive in making changes to meet the evolving needs of society (Mergel, Edelmann, & Haug, 2019).

According to research conducted by Stiel (2023), organizational agility is defined as the ability to quickly adapt operations, processes, and strategies to changing conditions and situations. In the book "Agile Organizations" by Mangundjaya (2018), it is stated that agile organizations have the ability to quickly adapt tactics and operational chains to respond to changes in their environment. Agility requires a responsive response to market demands and needs (Brown & Bessant, 2003). Francis (2020) also explains in his book that agility is defined as an organization's structural and strategic ability to recognize the required level of agility and adapt according to context and capacity.

Nafei (2016) explains that organizational agility is an organization's ability to respond quickly to changes and uncertainties in its environment. This concept emphasizes the importance of flexibility and adaptability in organizational structures and processes to survive and thrive amidst ever-changing market competition. Nafei (2016) emphasizes that organizations that are able to implement agility can improve their performance better because they can adapt to market needs and innovate faster than their competitors. Organizational agility is considered an important key to creating a competitive organization to adapt to the dynamics of the ever-evolving era.

Definition of Organizational Performance

According to (S & Judge, 2014), Organizational Performance is an indicator of an organization's effectiveness, results, and innovation in achieving established goals, from the highest to the lowest levels. Organizational Performance refers to the level of success an organization achieves in meeting its goals, mission, and the expectations of the communities it focuses on (Moon, 2020). According to (Iqbal, Latif, & Sahibzada, 2018), Organizational Performance is defined as the comparison of results or output against initial projections or targets, which is an important measure in determining an organization's success. (Rainey, 2009) also explains in their book that an organization can measure its performance level through sound, data-driven strategic management. According to (Luthans, 2006), Organizational Performance is the output of employees within an organization by measuring the quantity and quality of goods or services. Another definition of performance is the successful achievement of predetermined targets (Gibson & John, 2012).

The Relationship between Organizational Agility and Organizational Performance

According to research (Wang et al., 2024), organizational agility plays a key role in improving organizational performance, particularly in universities. Agility, the ability of an organization to respond quickly to change and increase efficiency, is becoming increasingly important in the context of intense global competition in the higher education sector. This study shows that organizations that can quickly adapt their structures and processes not only meet external demands but also contribute to improved overall performance.

According to research conducted by (Chahal & Gupta, 2024), organizational agility has a significant impact on organizational performance, particularly in the context of higher education institutions in Jammu and Kashmir, India. This study shows that high levels of speed, flexibility, and responsiveness within organizations enable them to respond more effectively to market changes and thereby improve their performance. Capabilities such as service innovation, technical competence, collaborative learning, and knowledge creation were found to play an important mediating role in the relationship between organizational agility and organizational performance. These capabilities contribute to strengthening the positive impact of organizational agility on organizational performance.

METHODS

This research uses a quantitative research method. Quantitative methods are classified as pure research and are characterized by the use of numbers to find the desired information. Quantitative research methods employ a deductive approach that explains the relationships between research variables in terms of cause and effect. This is because it aims to provide information regarding the influence of Organizational Agility on Organizational Performance at the Class I Palembang Penitentiary. According to Creswell, the definition of quantitative research methods is one method used to test the accuracy of a theory and the relationships between variables (Cresswell, 2018). In quantitative research, a theory is a set of interrelated constructs (or variables) organized into propositions (hypotheses) that determine how these variables relate. This definition is usually related to direction and magnitude. In research studies, theories emerge in the form of arguments, debates, figures, conclusions, and conceptual frameworks. These theories help explain (or predict) phenomena in the world (Cresswell, 2018). In quantitative research presentations, more numbers are displayed and used with figures, tables, and graphs. In line with the objectives of this study, the aim of the study was to seek and discover the truth by analyzing a problem statistically and proposing a research hypothesis. In this study, the analysis was conducted to determine the effect of Organizational Agility on Organizational Performance at the Class I Palembang Prison.

Normality Test

Normality test is an important test in research to ensure that the data used worthy analyzed in a way statistics . Normally distributed data shows that its distribution balanced and able represent population with good . In the research In this , the normality of the data is tested use Kolmogorov-Smirnov method . If the test results show mark significance above 0.05, then the data is considered normally distributed . On the other hand , the value significance not enough from 0.05 means the data is stated No normally distributed .

Simple Linear Regression Test

A simple linear regression test aims to determine the extent and direction of the influence of one independent variable on the dependent variable (Nurhasanah, 2022). Generally, this relationship can be explained through a regression equation, which is formulated mathematically to describe the relationship between the two variables.

$$Y = a + bX$$

Information :

Y = Regression Line or Dependent Variable (*response*)

a = Constant (*intercept*), intersection with the vertical axis

b = Regression Constant (*slope*)

X = Independent Variable (*predictor*)

Significance Test

Significance testing is used to determine whether the hypothesis formulated at the beginning of the research can be accepted or rejected. The t-test method is used to test the hypothesis. This study uses a 95% confidence level and a 5% margin of error (α). Decisions in the significance test are based on specific criteria, which will be explained further.

1. If the t-value is below 0.05, the alternative hypothesis (H_a) is accepted. This means there is a significant influence between the independent variables on the dependent variable in this study.
2. Conversely, if the t-value is greater than 0.05, the alternative hypothesis (H_a) is rejected. Thus, it can be concluded that the independent variable does not have a significant effect on the dependent variable.

Determination Test

The determination test aims to determine how large a role the independent variable (X) plays in explaining changes that occur in the dependent variable (Y). Simply put, this test describes the extent to which variations in variable Y can be explained by variable X. The higher the coefficient of determination obtained, the greater the influence of variable X on Y (Siti Nurhasanah, 2022). To determine the coefficient of determination (R^2), refer to the statistical test results table in the *model summary section*, specifically the *R-square column*. The value displayed in this section indicates the percentage extent to which the independent variable explains the dependent variable in the study (Siti Nurhasanah, 2022). In the determination test, the correlation value between variables (r) is also used to measure the level of relationship between the independent and dependent variables. The strength of this relationship can be analyzed using the *model summary table*, specifically the correlation value (r). If the correlation value is positive but less than 0.5, the relationship between the variables is considered weak. If it is exactly 0.5, the relationship is categorized as moderate. Meanwhile, if the correlation value is greater than 0.5, the relationship between the variables is considered strong. If the value reaches 1, the correlation is perfect. The same applies in the opposite direction for negative correlations (Siti Nurhasanah, 2022).

RESULTS

Validity Test

Independent Variable (*Organizational Agility*)

The measuring instrument used to measure the *Organizational Agility variable* was adopted from Nafei (2016), which contains 15 statement items regarding the *Organizational Agility variable*. These 16 statement items will be distributed to 86 samples in the form of a questionnaire. The table r value for 30 samples is 0.271. Therefore, a statement is declared valid if the calculated r value is > 0.271 . The validity test of the independent variables in this study is as follows.

Table 1 Results of the Validity Test of Independent Variables (*Organizational Agility*)

NO	R Count	R Table	Information
X.1	0.698	0.271	Valid
X.2	0.739	0.271	Valid
X.3	0.797	0.271	Valid
X.4	0.761	0.271	Valid
X.5	0.753	0.271	Valid
X.6	0.692	0.271	Valid
X.7	0.776	0.271	Valid
X.8	0.768	0.271	Valid
X.9	0.709	0.271	Valid
X.10	0.775	0.271	Valid
X.11	0.735	0.271	Valid
X.12	0.737	0.271	Valid
X.13	0.811	0.271	Valid
X.14	0.746	0.271	Valid
X.15	0.745	0.271	Valid

Source: SPSS Data Processing Results Version 25 (April 22, 2025)

Based on the table of validity tests for the independent variables above, we can see that the calculated r value for each indicator is greater than the table r value so that each statement indicator for the independent variable is declared valid.

Dependent Variable (Organizational Performance)

The measuring instrument used to measure the Organizational Performance variable was adopted from Bradley et al. (2012), which contains 7 statement items regarding the Organizational Performance variable. These 7 statement items will be distributed to 91 samples in the form of a questionnaire. The table r value for 30 samples is 0.271. Therefore, a statement is declared valid if the calculated r value is > 0.271 . The validity test of the independent variables in this study is as follows.

Table 2 Dependent Variable Validity Test Results(Organizational Performance)

NO	R Count	R Table	Information
Y.1	0.883	0.271	Valid
Y.2	0.888	0.271	Valid
Y.3	0.899	0.271	Valid
Y.4	0.895	0.271	Valid
Y.5	0.892	0.271	Valid
Y.6	0.859	0.271	Valid
Y.7	0.885	0.271	Valid

Source: SPSS Data Processing Results Version 25 (April 22, 2025)

Based on the dependent variable validity test table above, we can see that the calculated r value for each indicator is greater than the table r value so that each statement indicator for the independent variable is declared valid.

Reliability Test

Independent Variable (Organizational Agility)

The Reliability Test has a function to measure the level of consistency in each statement indicator used. To measure the level of reliability of the Independent variable (Organizational Agility), the researcher adopted statement indicators based on the theory of (Nafei, 2016) . The number of statement indicators is 15 statements distributed to 91 respondents. A measuring instrument can be said to be reliable if the α value in the Cronbach's Alpha test is more than 0.6. The results of the reliability test of the Independent variable in this study are as follows.

Table 3 Results of the Reliability Test of Independent Variables (Organizational Agility)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.944	15

Source: SPSS Data Processing Results Version 25 (April 22, 2025)

Based on the reliability test table above, the α value obtained from the Cronbach's Alpha test is 0.944, which is greater than 0.6. Therefore, the statement indicators for this independent variable have a high level of consistency and are considered reliable.

Dependent Variable (Organizational Performance)

To measure the level of reliability of the Independent variable (Organizational Performance), the researcher adopted statement indicators based on the theory of (Bradley et al., 2012) . The number of statement indicators was 15 statements distributed to 91

respondents. A measuring instrument can be said to be reliable if the α value in the Cronbach's Alpha test is more than 0.6. The results of the Dependent variable reliability test in this study are as follows.

Table 4 Dependent Variable Reliability Test Results (Organizational Performance)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.954	7

Source: SPSS Data Processing Results Version 25 (April 22, 2025)

Based on the reliability test table above, the α value obtained from the Cronbach's Alpha test is 0.851, which is greater than 0.6. Therefore, the statement indicators in this independent variable have a high level of consistency and are considered reliable.

Univariate Analysis

Organizational Agility Variable Data Description

Organizational Agility variable is the independent variable in this study. The description of this variable includes its dimensions: Sensing Agility, Decision-Making Agility, and Acting Agility. The following data is the result of processing to represent the respondents' data for data centralization.

Table 5 Organizational Agility Variable Data Rotation Measures

	N	Minimum	Maximum	Mean	Standard Deviation
Organizational Agility	91	36	72	55.76	8,605
Valid N (listwise)	91				

Source: SPSS Data Processing Results Version 25 (April 23, 2025)

Based on the results of the data processing above, the minimum value or smallest value for the Organizational Agility variable from a total of 91 respondents is 36 and the maximum value or highest value is 72. Then, for the Mean value or average answer from all respondents' answers totaling 55.76 with a standard deviation of 8.605. After that, in order to provide categorization and determine limits on the Organizational Agility variable , the average value and standard deviation obtained will be used as follows.

Table 6 Categorization of Respondents' Answers on Variables Organizational Agility

Category	Formula	Results
Low	$X < (\text{Mean} - 1\text{SD})$	$X < (47,155)$
Currently	$(\text{Mean} - 1\text{SD}) \leq X < (\text{Mean} + 1\text{SD})$	$47.155 \leq X < 64.365$
Tall	$(\text{Mean} + 1\text{SD}) \leq X$	$64.365 \leq X$

Source: SPSS Data Processing Results Version 25 (April 24, 2025)

Based on the table above, it can be seen that there are three categorizations used, namely low, medium and high .

Table 7 Results of Organizational Agility Variable Categorization

Organizational Agility					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	17	18.7	18.7	18.7
	Currently	60	65.9	65.9	84.6
	Tall	14	15.4	15.4	100.0
	Total	91	100.0	100.0	

Based on the results of the data processing above regarding the Organizational Agility variable in Class I Palembang Prison employees. It can be seen that from a total of 91 respondents, it is explained that there are 17 respondents with a percentage of 18.7% who are included in the low category; as many as 60 respondents with a percentage of 65.9% who are included in the medium category; as many as 14 respondents with a percentage of 15.4% who are included in the high category. Based on the identity used in this study, employees who are included in the medium category are dominated by employees; male employees with a total of 56 people; employees who are in the age range of 27-36 years, totaling 29 people; employees who have the last level of education at high school level with a total of 33 people; and employees who have work experience in the range of 11-15 years with a total of 37 people.

Based on the results above, we can conclude that Organizational Agility at the Palembang Class I Penitentiary tends to be in the moderate category. The statements from the respondents, which fall into the moderate category, indicate that the organization is capable of adapting to sudden changes, but there are still several aspects that need improvement. Employees perceive the need for policies or procedures to ensure a successful organizational culture of adaptability.

Normality Test

A normality test is performed to determine whether the sample data in the study has a distribution pattern close to normal. This is important because normal distribution is one of the main requirements in the application of regression analysis. In this study, the normality test was conducted using the One Sample Kolmogorov-Smirnov Test method with the help of IBM SPSS software version 25. The test was conducted at a significance level of 5% or 0.05. The test results are determined based on the significance value (Asymp. Sig. 2-tailed); if the value is greater than 0.05, then the data is considered normally distributed. However, if the significance value is less than 0.05, then the data is declared not normally distributed. The following table presents the results of the normality test using the One Sample Kolmogorov-Smirnov in this study.

Table 8 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		83
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	7.26599628
Most Extreme Differences	Absolute	.062
	Positive	.040
	Negative	.062
Test Statistics		.062
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS Data Processing Results version 25 (May 13, 2025)

Referring to Table 4.20, the results of the normality test conducted by the researcher show a significance value (Asymp. Sig. 2-tailed) of 0.200. This value meets the requirements for the normality test because it is greater than 0.05. This indicates that the data in this study is normally distributed. Therefore, the analysis process can proceed to the next stage.

Simple Linear Regression Test

A simple linear regression test is a statistical analysis method used to determine the relationship between two variables. In this study, a simple linear regression test was applied to determine the extent of the influence of the independent variable, namely Organizational Agility , on the dependent variable, namely Organizational Performance . The results of the simple linear regression test are outlined in the table below, which is divided into three sections:

Table 9 1 Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	4,978	1,321		3,768	0,000
	XTOTAL	0.386	0.023	0.868	16,486	0,000

a. Dependent Variable: Organizational Performance

Source: SPSS Data Processing Results Version 25 (May 13, 2025)

Based on the table above, the regression direction coefficient values can be seen listed in the Unstandardized Coefficients column , specifically in subcolumn B. In this column, the constant value is recorded at 4.978 and the regression coefficient value is 0.386. Based on these values, the regression equation formula is obtained as follows:

$$Y = a + Bx$$

$$Y = 4.978 + 0.386X$$

Information :

X = Organizational Agility variable

Y = Organizational Performance variable

a = Constant

b = Regression Coefficient

The coefficient b in regression analysis represents the magnitude of the average change in the Organizational Performance (Y) variable for every one unit increase in the Organizational Agility (X) variable. If the coefficient b value is positive, then there is a unidirectional relationship between the two variables—that is, an increase in the value of Organizational Agility will be followed by an increase in Organizational Performance and a decrease in X will also cause a decrease in Y. Conversely, if the coefficient b is negative, then the relationship between the two is inverse. In this case, an increase in the value of X will actually decrease the value of Y, while a decrease in X will increase Y.

Based on the regression equation explained above, it can be concluded that the constant value for the Organizational Agility variable is 4.978, meaning that under conditions where the variable does not change, its value remains constant. Meanwhile, the regression coefficient value for the Organizational Performance variable is 0.386, indicating a positive relationship between

the two variables. This means that when the Organizational Agility value increases, the Organizational Performance value will also increase, and vice versa.

In other words, an increase of 1 unit in the Organizational Agility variable (X) will cause an increase of 1.484 units in the Organizational Performance variable (Y). This unidirectional relationship shows that the higher the perceived level of organizational agility, the higher the level of organizational performance, especially in the Class I Palembang Penitentiary.

Significance Test

A significance test is used to determine whether the independent variable influences the dependent variable. In this study, the significance level used was 5% or 0.05. A result is considered significant if the significance value is less than 0.05, meaning the null hypothesis (H₀) is rejected and the alternative hypothesis (H_a) is accepted. Before drawing conclusions from the results of the significance test, which aims to verify the validity of the research hypothesis, the researcher first formulates the hypothesis to be tested. The hypotheses drawn by the researcher are as follows:

- H₀: There is no influence of Organizational Agility on Organizational Performance at Class I Palembang Penitentiary
- H_a: There is an influence of Organizational Agility on Organizational Performance at Class I Palembang Penitentiary

Table 10 2Test Results

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
Regression	993,439	1	993,439	271,791	.000 ^b	
Residual	325,309	89	3,655			
Total	1318,747	90				
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Organizational Agility						

Source: SPSS Data Processing Results Version 25 (May 13, 2025)

Based on the data in Table 10 the results of the significance test between the variables of Organizational Agility and Organizational Performance at the Class I Palembang Penitentiary were obtained. The test results showed that the significance value was 0.000. In accordance with the provisions in the significance test, if the value is below 0.05, then the null hypothesis (H₀) is rejected and the alternative hypothesis (H_a) is accepted, which indicates a significant influence between the independent and dependent variables. Conversely, if the significance value exceeds 0.05, then H₀ is accepted and H_a is rejected, indicating there is no significant influence. Because the significance value obtained in this study is 0.000, which is smaller than 0.05, it can be concluded that Organizational Agility has a significant influence on Organizational Performance at the Class I Palembang Penitentiary.

Determination Test

The determination test aims to measure the extent to which an independent variable contributes to the dependent variable in a study. In this study, the test was used to assess the extent to which Organizational Agility influences Organizational Performance. The test results are presented in the following table.

Table 11 3 of Determination Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.868 ^a	0.753	0.751	1,912
a. Predictors: (Constant), Organizational Agility				
b. Dependent Variable: Organizational Performance				

Source: SPSS Data Processing Results Version 25 (May 13, 2025)

Based on the results of the determination test presented in Table 4.23, the R value (correlation coefficient) was obtained at 0.868, which indicates a strong positive relationship between the independent variable Organizational Agility and the dependent variable Organizational Performance. In addition, the R square (R^2) value of 0.753 indicates that 75.3% of the variation that occurs in Organizational Performance can be explained by the influence of Organizational Agility. This means that 75.3% of changes in organizational performance at the Class I Palembang Penitentiary are influenced by the level of organizational agility, while the remaining 24.7% is influenced by other factors not included in the scope of this study. This finding shows that although Organizational Agility makes a large contribution, there are still other variables that also influence organizational performance at the prison.

DISCUSSION

This study aims to examine the influence of organizational agility on organizational performance at the Class I Palembang Penitentiary. In this study, organizational agility serves as the independent variable, while organizational performance serves as the dependent variable. Data were collected through questionnaires distributed to 91 respondents who were employees at the institution. Furthermore, analysis was conducted by examining respondent characteristics, univariate analysis, and statistical data processing. To measure and determine the extent of the influence between the two variables, IBM SPSS software version 25.0 was used. In this study, researchers identified the characteristics of respondents based on gender, age, education level, and length of service. In terms of gender, 81 respondents were male, while 10 were female. The majority of respondents in this study were male. This is due to the location of the study at the Class I Palembang Penitentiary, which is a correctional institution specifically for adults with all inmates being male. Therefore, to maintain effective performance, this prison is dominated by male employees compared to female employees. The second characteristic of respondents is based on age.

Based on this study, 20 respondents were aged 17-26 years, 45 respondents were aged 27-36 years, 15 respondents were aged 37-46 years, and 11 respondents were aged 47-56 years. Respondent characteristics based on age were dominated by employees aged 27-36 years, with 45 of the 91 respondents used in this study. In the context of the ongoing budget efficiency and ministry restructuring policies, this age group is highly relevant because they are in a career stage that demands high adaptation to organizational dynamics. This age group also tends to be more open to work system updates and able to respond quickly to change. Therefore, the dominant involvement of respondents aged 27-36 years in this study provides an important contribution to understanding how employees of productive age respond to the demands of change and how this impacts organizational performance at the Class I Palembang Prison. The third characteristic of respondents is based on their educational level. Based on this study, 50 respondents had a high school education, 14 respondents had a diploma (D3), 17 respondents

had a bachelor's degree (S1), and 10 respondents had a master's degree (S2). The majority of respondents had a high school education, representing 50 of the 91 respondents used in this study. This indicates that employee interest in pursuing higher education at the Class I Palembang Prison is still low. This will also present challenges as institutions must adapt to structural changes and budget efficiencies that require strategic thinking, technology utilization, and the ability to adapt quickly to new policies. In this context, education level is one factor that can influence the extent to which employees are able to understand and respond to these changes. Although employees with a high school education have extensive practical experience, they may require a more appropriate training or change communication approach to develop the adaptability the organization requires. The final respondent characteristic is based on length of service.

This indicates that although operational activities are running well, the ability to sense organizational-scale changes still needs to be strengthened. In other words, the prison tends to be responsive to technical matters in the field, but is still lacking in developing an early detection system for more strategic changes. Therefore, it is crucial for the Class I Palembang Penitentiary to enhance its sensing agility by strengthening its strategic issue monitoring system and fostering a culture of cross-divisional discussion on potential changes, ensuring staff are more aware of policy dynamics and the direction of organizational change. This will ensure the prison is not only responsive but also adept at assessing the situation before it occurs. Based on the researcher's identification, there are also employee perceptions on the Sensing Agility dimension that are included in the low category with a frequency of 16 people and a percentage of 17.6%. The presence of respondents who rated Sensing Agility as low indicates that some employees perceive the organization as still weak in terms of sensitivity to change. This could mean that important information from outside the organization is often received late or not managed strategically, resulting in delays in observing changes that occur. This perception could reflect limited access to information, incomplete communication, or a lack of employee involvement in the process of identifying changes that impact their duties and functions. Based on factual observations, we can see from the official Instagram account of the Palembang Class I Penitentiary, where the majority of content focuses on operational activities, such as raids, inmate development, and external collaboration. However, very few or no posts indicate a specific program to identify and map strategic risks in response to budget efficiency policies and Ministry restructuring.

This indicates that the sensing agility dimension has not yet become an internalized part of the organizational culture at all levels of staff. Next is the second dimension, namely decision-making agility, which has a perception in the medium category with a frequency of 62 people and a percentage of 68.1%. Employees included in this medium category are predominantly male employees (58 people); employees with an age range of 27-36 years (31 people); employees with a high school education level (32 people); and employees with work experience in the range of 11-15 years (40 people). The decision-making agility dimension refers to an organization's ability to quickly collect, evaluate, and restructure data and information to understand the implications of events. Based on my field observations, the moderate category of the decision-making agility dimension indicates that the decision-making process at the Class I Palembang Penitentiary is already underway, but it is not yet sufficiently fast, adaptive, or responsive to rapidly changing situations. In the context of budget efficiency policies and ministerial restructuring, which directly impact the institution's operational direction, decision-making should be agile and timely. Based on factual observations directly on the social media accounts of the Class 1 Palembang Prison, we can see that activities such as kempo training, fish seed distribution, and visits from other agencies demonstrate the organization's response to internal and external needs. However, these activities tend to be technical in nature and have become routine operations. There are no concrete steps or posts indicating major decisions or strategic adjustments following the budget efficiency and ministerial restructuring policies, such as a re-

evaluation of work programs or special meetings to synchronize the policy direction of the new leadership. Therefore, this dimension cannot be categorized as high because the process is still hampered by bureaucracy, a lack of employee involvement, and dependence on certain figures within the leadership structure. Meanwhile, employees who ranked decision-making agility as low indicated that the organization was perceived as insufficiently responsive in making strategic decisions when faced with pressure or sudden change. This signaled a slow decision-making process, fraught with structural barriers, and possibly influenced by a fear of making mistakes or a lack of decisive leadership. Based on factual observations made by researchers, most activities, including routine activities such as raids, prisoner development, religious activities, and skills training, are technical.

This means there is almost no documentation or reporting on strategic steps directly related to adjustments to institutional restructuring or budget efficiency policies. There also appears to be no open communication to the public or internally regarding the organization's future direction, or how new structural officials are responding and taking swift action to maintain organizational stability. This reinforces the perception that during times of significant change, the organization appears stagnant in terms of strategic decision-making. Next is the third dimension, namely acting agility, which has a moderate perception with a frequency of 56 people and a percentage of 61.5%. The employees included in this moderate category are predominantly male employees (52 people); employees with an age range of 27-36 years (28 people); employees with a high school education (31 people); and employees with work experience ranging from 11-15 years (36 people). Based on the research results, the acting agility dimension is predominantly in the moderate category, meaning the organization is quite capable of following through on decisions, but is not yet fully agile and adaptive to major changes such as budget efficiency and the restructuring of ministries into IMIPAS. Based on factual observations conducted by the researchers, it appears that operational activities such as raids, prisoner development, and food security programs continue to run routinely. Meanwhile, respondents with a high school education were more likely to assess organizational performance based on on-the-ground results, such as service delays, unclear procedures, or slow policy follow-up. This could lead them to feel that organizational performance is not yet fully effective, despite improvements. Employees with 11–15 years of work experience have experienced various changes and dynamics within the organization. Their experience enables them to compare expectations with work reality and identify areas for improvement that have not been optimally addressed. Therefore, their assessments, which tend to be in the moderate category, reflect a realistic attitude toward the organization's current performance, which is considered to have not yet reached its full potential, especially amidst the challenges of structural change and budget constraints. A moderate assessment indicates that while the organization has demonstrated efforts to effectively carry out its duties and functions, several aspects still require improvement.

This situation may be influenced by the current situation, namely the sudden introduction of budget efficiency policies and ministry restructuring. These unexpected policy changes require the organization to adapt quickly, but this adaptation process will require considerable time, strategy, and resources. Based on observations of available factual information, including documentation of activities on the official social media accounts of the Class I Palembang Penitentiary, it appears that most programs are still routine operations. Activities such as room raids, inmate training, external collaboration, and food security programs are actively underway, but have not yet demonstrated any strategic updates or innovations in direct response to the unpredictable efficiency policies and restructuring of the Ministry. This reinforces the research findings that organizational performance remains at a moderate level, because even though activities are implemented, they do not fully reflect strategic adaptability to change. A rapid leadership transition can also disrupt the continuity of work direction and make program implementation less consistent. Employees may perceive frequent changes in policy direction,

impacting motivation and task clarity. In the long term, this instability reduces the organization's effectiveness in achieving established goals, especially during periods of significant change like the current one. This overall situation explains why organizational performance has not yet reached the high level. In a situation full of pressure and uncertainty like the current one, public organizations such as prisons desperately need strong organizational agility across all areas to maintain service quality, work efficiency, and operational stability. Therefore, the dominance of moderate perceptions of organizational performance is a direct reflection of organizational agility that is not yet fully mature. Therefore, strengthening the three dimensions of organizational agility is crucial for sustainable organizational performance improvement, especially in the face of the challenges of institutional reform and resource constraints. This study also involved a series of statistical tests to analyze and measure the extent of the influence of organizational agility variables on organizational performance at the Palembang Class I Penitentiary.

Based on the analysis and research results tested by the researcher, the influence of organizational agility on organizational performance at the Class I Palembang Penitentiary appears quite significant in practice, but is not yet fully optimal. During the research process and direct observations conducted by the researcher, the researcher observed that although the organization was able to maintain operational stability amidst the pressures of budget efficiency policies and institutional restructuring into the Ministry of Immigration and Corrections (IMIPAS), the response to these changes was not entirely strategic and swift. The organization tended to be adaptive in maintaining existing work programs, but had not yet demonstrated significant innovation or breakthroughs that indicated a readiness for comprehensive transformation. Based on factual observations, researchers observed that various operational activities such as raids, prisoner development programs, religious activities, and collaboration with external partners continued to proceed routinely and in a structured manner. This indicates that the implementation of technical tasks in the field was relatively unaffected by policy changes at the central level. However, researchers did not find any significant efforts from the organization to adjust strategies or follow up on major ongoing changes. Achieving higher levels of organizational performance requires firm and responsive leadership, flexible work patterns, and employee involvement in adapting to external policies. Without these strengthening strategies, the organization will struggle to move quickly and accurately amidst the ever-evolving dynamics of national policy.

CONCLUSION

This study aimed to determine the influence of organizational agility on organizational performance at the Palembang Class I Penitentiary. Based on the analysis, it was found that organizational agility has a positive and significant impact on organizational performance. This finding indicates that the higher the level of organizational agility in responding to change and adapting to environmental dynamics, the better the organization's performance, in this case the Palembang Class I Penitentiary.

Statistical tests showed that organizational agility contributed 75.3% to organizational performance, meaning that the majority of changes or improvements in organizational performance can be explained by the organization's ability to be agile and responsive. Meanwhile, 24.7% of organizational performance is influenced by other variables not discussed in this study. Therefore, further research is needed to identify and analyze other factors that also play a role in improving organizational performance, so that future correctional institution management can be more optimal and based on a comprehensive approach.

SUGGESTION

Based on research findings showing that organizational agility has a significant and strong influence on organizational performance at the Palembang Class I Penitentiary, it is crucial for the organization to make agility a key foundation in developing future work policies and strategies. Structural changes occurring at the national level, such as budget efficiency policies and the restructuring of the Ministry of Law and Human Rights into three separate entities: the Ministry of Law, the Ministry of Human Rights, and the Ministry of Immigration and Corrections, require every work unit, including prisons, to adapt quickly, accurately, and sustainably to these changes.

The research findings indicate that an organization's ability to detect change early (sensing agility), make responsive and accurate decisions (decision-making agility), and take swift and effective action (acting agility) are key to maintaining optimal organizational performance amidst uncertainty. Therefore, it is recommended that the Palembang Class I Penitentiary begin designing and implementing a systematic agility strengthening program. This program could include change management training, improving employee digital competency, developing rapid feedback mechanisms across sectors, and strengthening cross-functional communication and coordination systems.

Furthermore, prison heads are expected to create a work climate that supports organizational agility through inclusive leadership, openness to new ideas, and proactive response to environmental changes. Employee empowerment, both in the form of active involvement in decision-making processes and support for work innovation, is also a crucial factor in fostering an adaptive and resilient organizational culture. Furthermore, in addressing budget efficiency policies, organizations need to orient organizational agility toward internal efficiencies that do not compromise service quality or employee morale, for example through technology optimization, service digitization, and remapping work processes to make them more streamlined and focused.

To support the continued improvement of organizational agility, regular evaluations of strategies, structures, and work systems are necessary to ensure that all elements of the organization remain aligned with the demands of external and internal change. Organizations also need to develop performance monitoring systems based on change management innovations planned and implemented by employees.

As a final note, this research opens the door for further research that could further explore other variables that could potentially strengthen the relationship between organizational agility and organizational performance, such as the role of strategic leadership, organizational culture, or knowledge management systems. Further research is also recommended to expand the study object to several other prisons in order to obtain a broader and more in-depth picture of the influence of organizational agility in a more complex correctional environment.

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