

BUILDING ORGANIZATIONAL AGILITY THROUGH KNOWLEDGE SHARING AND ORGANIZATIONAL CULTURE IN NON-DEPARTMENTAL GOVERNMENT AGENCIES

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Abstract: The pace of digital transformation is growing very rapidly in the midst of the current Covid-19 pandemic, resulting in many organizations turning to digital use to be able to compete with other organizations. To be able to keep up with the pace of development, organizations need to transform into agile organizations. One of the things that can be done is to increase organizational agility. To improve an agile organization, employees need to have knowledge that can support it. Knowledge sharing was selected as a variable capable of transforming the organization into an agile organization. In addition, organizational culture has an important role to help and encourage knowledge sharing to create an agile organization. This research is important to do because not many researchers have studied this variable simultaneously so it is hoped that the results of the researchers can be applied in public organizations in Indonesia. This study uses a quantitative approach with data analysis techniques using regression testing with organizational culture as a moderating variable using SPSS and data collection techniques by distributing online questionnaires to 259 participants in non-departmental government agencies. The results show that knowledge sharing has a significant effect on organizational agility, then the value of the influence increases when organizational culture is added.

Keywords: digital transformation, organizational agility, knowledge sharing, organizational culture, non-departmental government agencies

Abstrak: Laju transformasi digital yang berkembang sangat pesat di tengah pandemi Covid-19 saat ini, mengakibatkan banyak organisasi beralih ke penggunaan digital untuk dapat bersaing dengan organisasi lain. Untuk dapat mengikuti laju perkembangan, organisasi perlu bertransformasi menjadi organisasi yang tangkas. Salah satu hal yang dapat dilakukan adalah dengan meningkatkan kelincahan organisasi. Untuk meningkatkan organisasi yang agile, karyawan perlu memiliki pengetahuan yang dapat mendukung hal tersebut. Berbagi pengetahuan dipilih sebagai variabel yang mampu mengubah organisasi menjadi organisasi yang tangkas. Selain itu, budaya organisasi memiliki peran penting untuk membantu dan mendorong berbagi pengetahuan menciptakan organisasi yang tangkas. Penelitian ini penting untuk dilakukan karena belum banyak peneliti yang mengkaji pevariabel ini secara bersamaan sehingga di harapkan hasil dari peneliti dapat di terapkan di organisasi publik di Indonesia. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik analisis data menggunakan uji regresi dengan budaya organisasi sebagai variabel moderasi menggunakan SPSS dan teknik pengumpulan data dengan menyebarkan kuesioner secara online kepada 259 partisipan di lembaga pemerintah non departemen. Hasil penelitian menunjukkan bahwa knowledge sharing berpengaruh signifikan terhadap kelincahan organisasi, kemudian nilai pengaruhnya meningkat ketika budaya organisasi ditambahkan.

Kata kunci: transformasi digital, organizational agility, knowledge sharing, budaya organisasi, lembaga pemerintahan non departemen

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INTRODUCTION

The world is currently undergoing change. The current COVID-19 pandemic has brought many changes. The world condition in facing the Covid-19 pandemic is faced with large-scale changes (volatility), difficulty in making accurate predictions (uncertainty), the complexity of challenges due to various interrelated factors (complexity), and the ambiguity of an event with a result chain (ambiguity) or commonly referred to as the VUCA criteria (BPS, 2021). VUCA describes a situation of continuous and unpredictable change that is common in the business world. But in reality, the VUCA concept itself is changing the way organizations or companies make decisions, manage risk, drive change, and solve problems. The emergence of the VUCA era caused the acceleration of digital transformation to be absolutely necessary. Digital transformation is a technology-induced change in many areas of the organization that involves using digital technology to improve existing processes and explore digital innovations with transformative potential of business models (Hadiono and Santi, 2020). Companies that are undergoing a digital transformation process need to re-evaluate their business model because digital transformation often brings disruptive changes that require some adjustments so that the company can continue to increase its competitive advantage (Oktavenus, 2019).

Based on data from the Wantiknas (National Information and Technology Council, 2020), the government has drawn up a digital transformation direction in 2024 where digital economic growth must reach 3.17% to 4.66%. Bappenas (2019) explained this after the Making Indonesia 4.0 movement. The government will take advantage of the digital economy to improve upstream-downstream efficiency and contribute aggressively to add value to the processing industry. To achieve this, all of us must be really serious in carrying out digital transformation in various fields. Based on this, the government is expected to be able to provide a domino effect to other stakeholders in carrying out digital transformation in Indonesia. Currently, the government is also trying to accelerate digital transformation with the Ministry of Communication and Information as the accelerator, not only in infrastructure but also in encouraging the formation of a digital society, digital government, digital economy, and increasing digital human resources (KOMINFO, 2021).

The fast pace of digital transformation in the current Covid-19 pandemic, has caused digital talent to become an indispensable treasure, especially by the business sector, considering that everything now has to be done digitally. But to date, many countries around the world are facing a shortage of demand for employees with good digital skills. In 2018, Deloitte reported that only 12% of leaders believed UK school graduates and graduates had the right digital skills. Additionally nearly 70% of UK leaders by 2020 believe their current organization has a digital skills gap. This problem also occurs in Indonesia. Based on data from KOMINFO (2020) it states that the level of digital literacy and digital skills in Indonesian society has not yet achieved a “good” score and has only reached a slightly above “medium” score. In addition, when viewed from a generational perspective, Generation Z has a low digital literacy index of 13%, while Generation Y has a digital literacy index of 25%. Therefore, it is necessary to have a program to improve digital skills and digital literacy that is given not only to the wider community but also to employees. This is expected to make employees continue to exist and be able to survive in the changing situation that is currently happening.

In the midst of the limitations of digital talent in Indonesia, there is a government organization that already has adequate digital talent in terms of quantity and skills and quality. Because almost every year this Non-Ministerial Government Institution engaged in cybersecurity creates more than 100 digital talents that are used for the internal needs of this organization. In the current situation, Institution X is very important to maintain cyber security for companies, digital economy players, and organizations so that problems such as data leaks do not occur. However, from the results of the assessment conducted by Institution X, it was found that the average digital economy player, especially Unicorn Indonesia, has not been optimal in terms of implementing information security, especially in the area of risk management and frameworks. So that the strategic goals of Institution X are to achieve cyber resilience, public service security, cyber law enforcement, cyber security culture and cyber security in the digital economy. The Indonesian Information Security Strategy is expected to be one of the foundations of the world’s trust in Indonesia in various international cybersecurity forums. Therefore, institution X confirms that it will continue to carry out technical guidance activities to employees regarding information security and risk management, especially

in the digital economy sector. The availability of talent owned by institution X becomes a strong foundation in carrying out digital transformation through organizational agility. Organizational agility is basically needed by organizations that are facing change. Organizational agility is growing significantly as one of the strategies used to gain and maintain a competitive advantage in a rapidly changing business environment. Organizational agility is one of the main organizational characteristics that companies are looking for in order to remain adaptive and competitive in times of unstable conditions like today. Liang et al. (2017) argues that agility is the range of abilities to sense and respond to the needs of current customers, competitors, and changing economies. Agility leads to performance and makes it possible to overtake organizations that have implemented this concept.

A survey conducted by KPMG (2019) on representatives from 17 European countries revealed that 63% of respondents acknowledged that being an agile organization is a strategic priority for companies today. Then the results of another survey conducted by the McKinsey Global Survey (2021) of 2,190 respondents stated that a highly successful agile transformation resulted in about a 30% increase in efficiency, customer satisfaction, employee engagement, and operational performance; make organization five to ten times faster; and turbocharged innovation. Therefore, organizational agility is considered as one of the strategies that can improve the organization's ability to recognize unexpected environmental changes and respond appropriately quickly and efficiently, by utilizing and reconfiguring internal resources, so as to gain competitive advantage in the process (Žitkienė & Deksnys, 2018).

Building an agile organization requires the same knowledge and skills at every level of the organization in responding to the challenges of changing towards today's digital direction. Knowledge sharing is one of the solutions adopted by many organizations, one of which is by developing digital literacy and training programs. Pereira et al. (2018) say organizational agility is the result of adapting knowledge from one context to another. Knowledge sharing is considered a determining factor in maximizing an organization's ability to manage knowledge resources and help individuals achieve business goals more efficiently (Yang, Nguyen, & Le, 2018). Members in organizations achieve new knowledge through sharing their

knowledge (Srakraikitikul & Siengthai, 2014). Not only that, knowledge sharing has an impact on improving performance which of course has direct implications for increasing employee competence (Susanto, Hartoyo, & Syarief, 2021). Knowledge sharing refers to the behavior of transmitting knowledge, acquired within the organization, to colleagues in the communication process inside or outside the organization (Noorbakhsh et al. 2017). Research conducted by Noorbakhsh et al. (2017) states that there is a positive relationship between knowledge sharing and organizational agility. Research conducted by Tallon and Pinsonneault (2011) says that knowledge sharing allows an organization to be agile so that the organization can survive change. Then (Cegarra-Navarro et al. 2016) supported the research by saying the effectiveness of new knowledge in organizations may depend on organizational agility to take advantage of opportunities and neutralize threats from the current business market situation.

One of the challenges that must be faced in building an agile organization is organizational culture, because if employees do not know digital discourse (digital minded), then this requires time and energy in an effort to build it (Sakitri, 2021). Organizational culture is one of the most important factors that control the ability, efficacy, durability and success of the company. McManus et al. (2016) describe organizational culture as the norms, beliefs, values, and practices adopted by organizational members to maintain and develop company goals without affecting the well-being of the organization or its members, and within this culture, sub-cultures can develop. Research conducted by Teichert (2019) also shows that organizational culture is a driving force in efforts to deal with digital transformation. Felipe et al. (2017) have shown that organizations often undergo cultural transformation when implementing effective innovation processes. However, although organizational culture is important in the process of increasing organizational agility, it can also hinder such transformational efforts, regardless of whether the company is an incumbent company or a start-up company (Goncalves et al. 2019).

Competing cultural values in organizations can reduce the ability of organizations to develop agility, and thus reduce their ability to effectively support the innovation process (Felipe et al. 2017). Another study mentions Kathiralelu et al. (2014), corporate culture affects the knowledge sharing process. Organizational culture affects knowledge sharing, wherein, information

systems, organizational structure, and communication between staff, reward systems, and trust are positively related to knowledge sharing in organizations (Al-Alawi et al. 2007). In another study mentioned (Suppiah and Sandhu, 2011) organizational culture is claimed to have a positive impact on the willingness of employees to share knowledge regardless of direction coming from senior management. Research conducted by Keshavarz et al. (2015) shows that developing a culture in an organization with a culture of sharing knowledge between employees can affect the formation of organizational agility.

This study aims to determine how the influence of knowledge sharing and the role of organizational culture in building organizational agility in organizations with organizational culture as a moderating variable. This research was conducted at one of the government agencies engaged in Information Security and Cybersecurity. This study uses a quantitative approach with a sampling technique using purposive sampling and participants in the study amounted to 259 participants. Data collection in this study was carried out by distributing an online questionnaire consisting of 50 questions. Then the data that has been collected is processed using multiple regression analysis techniques using SPSS 23 software.

METHODS

This study uses a quantitative approach in the form of non-experimental. This study wants to know how the influence of knowledge sharing and organizational culture as moderator variables on organizational agility. The quantitative approach was chosen because it is in accordance with the research objectives, namely to determine the relationship between the independent variable and the dependent variable, the data obtained is clearer, more detailed and specific to the phenomenon to be studied. In addition, quantitative research was carried out on the problems that are currently happening at institution X. The data collection technique in this study used an online questionnaire consisting of 50 questions. The scale used is a Likert scale of 1-6 from the lowest "Strongly Disagree" to the highest "Strongly Agree". The questionnaire was given on June 14, 2021 until June 23, 2021.

Determination of research data, including research locations, research objects, population and samples,

and determination of research instruments in the form of questionnaires. Where institution X meets the criteria as a public service organization by having a digital organization and digital talent, so the results can be used as a reflection for public service organizations that will transform digitally. The sampling technique in this study was purposive sampling with a total of 259 employees working at institution X.

After the data was collected, then the data were analyzed using SPSS 23 software with linear regression analysis technique with moderating variable, with knowledge sharing as the independent variable (X1), organizational culture as a moderator variable (X2), and organizational agility as the dependent variable (Y). The reason for considering the use of this analytical technique is that not many other researchers have studied the effect of these independent variables with organizational culture as a moderating variable. In addition, the lack of research on organizational agility in Indonesia makes this research necessary. Therefore, the researcher hopes that the results of this study can be applied in many public organizations in Indonesia.

The measuring instrument used in this study is the Organizational Agility Scale according to Worley and Lawler (2010) which consists of 3 dimensions, namely Develop Robust Technology, Shared Leadership, and Change Capability, and totals 12 items. Then the Knowledge Sharing Scale according to Wang & Wang (2012) consists of 2 dimensions, namely Explicit Knowledge Sharing and Tacit Knowledge Sharing, with a total of 13 items. Finally, the Organizational Culture Assessment Scale (OCAS) consists of 8 dimensions, namely Innovation, Entrepreneurship, Decisiveness, Stability & Security, Supportiveness, Empathy on Performance, Team Spirit, and Preciseness, with a total of 25 items.

Based on the conceptual model (Figure 1), the researcher wants to know the effect of knowledge sharing on organizational agility and how the level of influence of knowledge sharing is after adding organizational culture as a moderating variable. Caruso (2017) organizational culture is considered an important factor for knowledge sharing. Furthermore, Caruso (2017) said that adding organizational culture and knowledge sharing practices (types of knowledge sharing, knowledge sharing approaches, and knowledge sharing processes) and intellectual capital in the organization will be very important for the success of

the organization. First, knowledge whether explicit or tacit is critical to organizational success. Second, knowledge sharing approaches such as codification and personalization support knowledge sharing between individuals. Third, the knowledge sharing process consists of collecting and donating knowledge. Then research conducted by Keshavarz et al. (2015) shows that developing a culture in an organization with a culture of sharing knowledge between employees can affect the formation of organizational agility.

H1: There is an effect of knowledge sharing on organizational agility

H2: The value of the effect of knowledge sharing on organizational agility increases after adding organizational culture as a moderator variable

RESULTS

Descriptive Analysis Results of Demographic Data

Based on the results of the demographic data above (Table 1), it is generally known that there are demographic data conducted by surveys, namely regarding gender, year of birth, position, and length of work. From the results of the analysis on the background of employees, known for gender categories, it was found that of the total employees surveyed (n = 259), it was known that the most employees were men at 61.8% and 38.2% were women. For the employee birth year category, it is known that the most employees are generation Z at 71.4%, followed by generation Y at 21.6%, and generation X at 6.9%. Then, for the leadership, it is known that the most employees with the executive position is 67.6%, followed by functional positions and structural positions at 29.3% and 3.1% respectively. After that, for long periods of work from employees obtained the most employees who worked less than 5 years (<5) by 78%, while employees who have worked for more than 5 years by 22%.

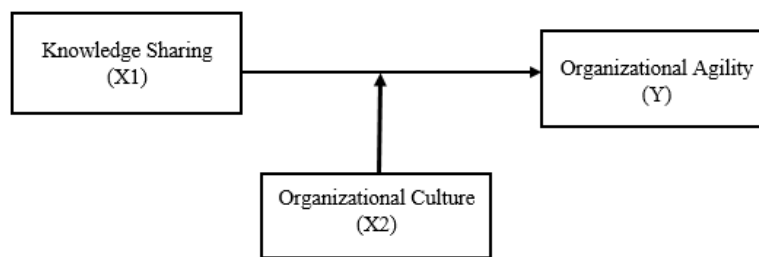


Figure 1. Conceptual model

Table 1. Employee demographic data

Demographics	Number (of people)	Percentage (%)
Gender		
Woman	99	38.2
Man	160	61.8
Year of Birth		
gen x	18	6.9
gen y	56	21.6
gen z	185	71.4
Position		
structural position	8	3.1
functional position	76	29.3
acting position	175	67.6
Long Work		
> 5 years	57	22.0
< 5 years	202	78.0

Results of Influence Test Analysis with Moderation Variables

The statistical test conducted in this study was with a multiple regression test with organizational culture as a moderator variable. In Table 2 there are results of knowledge sharing regression to organizational agility. The results showed that the R Square (R^2) value of 0.365 means that 36.5% of agility organizational variables are affected by knowledge sharing variables and the remaining 63.5% is influenced by other variables. This shows that by increasing knowledge sharing in organizations can encourage the formation of agile organizations.

Table 2. Linear influence test analysis

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.604a	.365	.363	8.100

a. Predictors: (Constant), KS

In Table 3 the results of the regression test are multiple with organizational culture as a moderation variable. The results showed that the value of R Square (R^2) increased by 0.745 after being influenced by the moderator variable, organizational culture. Based on these results, it can be seen how organizational culture is able to increase the influence between knowledge sharing and organizational agility to 74.5%. With the increase in influence after using organizational culture, it is certain that all knowledge strengthening programs such as knowledge sharing, must be able to build culture in the organization. Likewise, programs carried out by government organizations can build the right organizational culture in response to changes and challenges that exist.

Table 3. Influence test analysis with moderation variables

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.863a	.745	.742	5.152

a. Predictors: (Constant), KSxOC, OC, KS

Many organizations make knowledge sharing important for all employees, but there are also some who do not apply this knowledge sharing because they are trying to maintain their knowledge. This attitude becomes an obstacle to sharing knowledge among employees and causes employees to feel unreliable to share knowledge. Culture also plays an important role in an organization. Caruso (2017) considers organizational culture as an important factor for knowledge sharing. Furthermore, Caruso (2017) says that adding organizational culture and knowledge sharing practices (types of knowledge sharing, knowledge sharing approaches, and knowledge sharing processes) and intellectual capital in organizations will be very important for organizational success. First, knowledge whether explicit or tacit is critical to organizational success. Second, knowledge sharing approaches such as codification and personalization support knowledge sharing between individuals. Third, the knowledge sharing process consists of collecting and contributing knowledge. Organizational culture can be a key vehicle for competitive advantage if it supports the organization's strategy and if it can respond quickly and appropriately or address environmental concerns. One of the things that organizational culture does is to generalize the culture of individuals in organizations with all different cultural backgrounds, so that every member of the organization must have the same organizational culture. This makes organizational culture play an indirect role in influencing behavior such as communication, decision making, cooperation and interpersonal relationships. In this way knowledge sharing and organizational agility can develop effectively.

The current pandemic condition requires employees to communicate digitally. Therefore, it is necessary to have effective communication between employees so that knowledge sharing can develop among employees even though there is no direct interaction by employees. The government's policy to carry out WFH (work from home) in organizations also utilizes digital means. Usually many organizations use digital tools such as Microsoft Teams, Zoom, Skype, WhatsApp, Bluejeans, Webex, Hangouts and other means to communicate remotely. Waizenegger et al. (2020) found that reducing face-to-face meetings during WFH during a pandemic could hinder knowledge sharing. Sharing knowledge digitally is one strategy that can be done to overcome these problems. Digital knowledge sharing can be continued both at an internal level (e.g.,

colleagues and supervisors) and at an external level (e.g., external customers and experts), and researchers have recommended including both dimensions when investigating digital knowledge sharing (Charband and Navimipour, 2016); Lee et al. 2020). Alonso et al. (2020) argue that fostering digital knowledge sharing during the Covid 19 pandemic is very valuable for companies. This is considered effective in expanding knowledge sharing to employees during WFH.

In facing the challenges of uncertain changes like today, a process of cultural adaptation is needed. One of today's challenges and the fast pace of change is digital transformation. In responding to the challenges of digital transformation and in the future, organizational culture can adopt a digital-related culture, namely digital culture. Digital organizations move faster than traditional organizations, and their flatter hierarchies help speed decision making. Digital culture serves as a code of conduct that gives employees the freedom to make judgmental and judgmental decisions on the spot. Having a digital culture is essential in attracting digital talent. Organizations with good digital talent are considered to have readiness to face all the changes that exist. This research is expected to provide insight to related organizations to be able to develop an explicit culture and tacit knowledge sharing. In addition, so that the organization can survive in the midst of rapidly changing conditions, it is hoped that the organization can increase agility not only in the organization but also in employees.

Managerial Implications

Research like this is expected to be done in other government organizations, both governmental and non-governmental organizations. In addition, the government may be able to hold programs that can improve digital literacy given the rapid pace of technology in the midst of the Covid 19 pandemic like this, so employees throughout the organization are required to be able to have good digital literacy. The knowledge in this research will help to reform the managerial approach used to increase the level of knowledge sharing in an effort to build organizational agility. Thus, the data generated from this research can be very useful for service organization managers in formulating and reviewing strategies in building organizational agility.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of the analysis above shows that knowledge sharing has a significant effect on organizational agility. So knowledge sharing in organizations is considered one of the strategies that can be done in helping agile organizations to face changes in the future. This is in line with Žitkienė and Deksnys (2018) who said that agile organization must maintain a flexible and adaptable network, both internal and external. Internal networks must rely on teamwork, as well as sharing information and knowledge. Developing knowledge sharing in organizations into a strategy in many companies, the results of the analysis also showed the increasing influence of knowledge sharing after the addition of organizational culture as a moderator variable. Organizations with a good culture can effectively increase knowledge sharing in organizations. In addition, there is a positive relationship between organizational culture and organizational agility. It can be said that organizational culture plays a fairly important role in the formation of knowledge sharing and encouraging agile organizations.

Recommendations

In the next research, it is expected to be tested on the relationships between variables and can dig deeper into related variables that can improve knowledge sharing and organizational culture and other factors in order to get a positive picture in encouraging agile organizations. In addition, further research is also expected to link it to the role of leaders in helping the formation of organizational agility. The government is also expected to increase programs that can support the strengthening of knowledge sharing in government institutions.

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