

Strategy for Implementing Agile Governance in Creating an Integrity Zone in the Rindam XIV/Hasanuddin Unit

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ABSTRACT

This research aims to develop a strategy for implementing Agile Governance as an effective approach in realizing an Integrity Zone in the Rindam XIV/Hasanuddin Unit. The main focus of the research is to analyze how Agile Governance principles can be integrated in the context of military organizations. By using qualitative research methods, the research results show that the application of Agile Governance contributes to efforts to achieve the Integrity Zone in the Rindam XIV/Hasanuddin Unit. Nonetheless, some challenges emerged, such as resistance to cultural change and the need to cope with the complexity of military duties. Recommendations are given in the form of: strengthening training and socialization, improving communication between units, and optimizing organizational adaptability in facing change. Ultimately, this research is expected to provide valuable insights for stakeholders in the military sector and contribute to the understanding of the application of Agile Governance in the context of bureaucratic reform.

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Introduction

During the reform period, the Indonesian government faced challenges in improving a good governance system, namely by overcoming the lack of public trust in public services. This lack of trust arose due to the bureaucratic system that was built during the New Order, and this even gave rise to protests at the national and regional levels. The impact of bureaucrat behavior that does not support public services results in the original goal of providing public services changing to an orientation towards personal interests and reducing its integrity and quality (Dwiyanto, 2021). Ideally, the administration of public services by government officials must be carried out without the practice of corruption, collusion and nepotism.

Currently, the orientation of public services in Indonesia in the context of bureaucracy still shows shortcomings that need to be corrected. Constraints mainly occur in sectors related to community administrative needs. There are several factors that the government needs to pay attention to so that the efficiency of the public sector can be increased. The problem of corruption in the bureaucracy, bribery involving political and

public officials, complicated bureaucratic processes, and the inability of the bureaucracy to adapt to the Society 5.0 era are several factors causing bureaucratic problems (Yasa et al., 2021). These various problems are analogous to a disease that continues to infect bureaucracy which has implications for public services in Indonesia. In his book, (Daraba, 2019) said that several diseases in the bureaucratic system that have existed for a long time have made the public bureaucracy in Indonesia not function well in carrying out its duties as a service provider and as an agent of change. As a service provider, the public bureaucracy has not succeeded in becoming a force that can improve national efficiency, including community welfare and social justice. At the same time, the public bureaucracy has also not succeeded in transforming itself into an agent of change, as can be seen from its presence which often maintains the status quo. Under such conditions, it is not surprising that the public loses trust in bureaucratic institutions and their apparatus.

Table 1. Compliance with the implementation of the Public Service Law in 2021- 2022

Institution	Percentage of Compliance with the Implementation of the Public Service Law for KL (Percent)					
	Green Zone (High Compliance)		Yellow Zone (Medium Compliance)		Red Zone (Low Compliance)	
Year	2021	2022	2021	2022	2021	2022
Ministry	70.83	70.83	29.17	29.17	0.00	0.00
Institution	80.00	81.82	20.00	18.18	0.00	0.00
Provincial Government	38.24	27.42	55.88	55.94	5.88	16.64

Source: (BPS, 2021)& Ombudsman (2022)

It can be seen that in 2021 the percentage of Provincial Governments entering the green zone was 38.24%, while in 2022 it decreased to 27.42%. Likewise, in the yellow zone, the previous 55.88% increased to 55.94%. What is more worrying is that in the red zone the percentage of the Provincial Government increased to 16.64% compared to the previous 5.88%. This indicates that the bureaucracy at the regional level is still unable to provide the best service to the community.

In the context of this study, the Indonesian National Army (TNI), representing government institutions and organizations in the defense sector, plays a crucial role as part of the government tasked with instigating significant transformations across various facets of bureaucratic development, including human resources, institutional structures, management practices, oversight mechanisms, and accountability measures, including public service provision by officials. Consequently, there is a pressing need for optimizing various priorities through the implementation of bureaucratic reforms within the Indonesian Army (TNI - AD). Consequently, the aspiration is that the reforms undertaken within the TNI AD institutions will lead to shifts in mindset and cultural norms, fostering the development of a work culture aimed at fostering integrity, transparency, and accountability, thereby cultivating a corruption-free government and adhering to the principles of good governance.

Bureaucratic renewal, called bureaucratic reform, must continue to be carried out to improve the quality of public services and build public trust in the government (Haning & Tahili, 2018). A shift in the pattern of public service delivery can be done by changing the focus from initially being on the government as a service provider, to a service that is oriented towards the needs of the community as users (Sadat et al., 2020). In this way,

there is no alternative entry point to start improving public services other than listening to the voice of the public itself as soon as possible. Therefore, as previously stated, bureaucratic reform is closely related to changing mindsets, developing technology in public services, as well as improving regulations and leadership (Dwiyanto, 2021).

The TNI AD's response to this phenomenon or issue is demonstrated through the issuance of a policy by the Chief of Army Staff (KASAD) via Kasad Decree Number Kep/877/XII/2021 dated 14 December 2021 regarding Technical Instructions for the Development of an Integrity Zone (ZI) Towards a Corruption-Free Area (WBK) / Clean and Serving Bureaucratic Area (WBBM) within the Indonesian Army. This policy serves as a directive for all TNI AD work units to take measures towards achieving the Integrity Zone towards WBK / WBBK. The TNI AD remains committed to innovation and adaptation in bureaucratic reform, exemplified by the transition from the Integrity Zone Development to the Orderly Bureaucratic Reform Area (WTRB) as motivated by the evaluation outcomes of Integrity Zone Development, particularly in TNI AD work units over the years. The Integrity Zone represents a governmental institution where both leaders and subordinates are deeply devoted to realizing a Corruption-Free Area (WBK) / Clean and Serving Bureaucratic Area (WBBK) through bureaucratic reform (TNI AD, 2021).

In the locus of this research, the fact is that conceptually the Main Military Regional Regiment (Rindam) XIV / Hasanuddin has not been able to implement this policy effectively and efficiently, including not being able to pass the internal assessment at the Main Command (Kotama) level. This is proven based on the assessment of the Rindam XIV/Hasanuddin Integrity Zone with a score of 29.62 which is in 13th position out of 15 environmental work units of the XIV/Hasanuddin Regional Military Command (Kodam). This assessment is the cumulative result of two main components, including: First, the Leverage Component with a percentage of 60% consisting of the areas of Unit Work Culture, Unit Work System, Human Resources Management (HR), Unit Performance Quality, Unit Supervision and Unit Main Task Services; and Second, the Results Component with a percentage of 40% consisting of a Clean, Accountable Bureaucracy and Excellent Public Services. Rindam XIV/ Hasanuddin's achievement score is still far from the minimum assessment limit, namely 72.25. The poor achievement of the Integrity Zone score in Rindam XIV/ Hasanuddin means that the ZI assessment of Kodam This fact explains that conceptually this policy cannot be realized and properly guided by the Rindam XIV/Hasanuddin unit. The objectives of existing policies as guidelines have not been implemented optimally.

In this context, the concept of 'Agile Governance' is needed to reform bureaucracy in Indonesia. Agile governance itself is a concept created in the field of software engineering, and later extended to organizational studies (Janssen & Van der Voort, 2020). This primarily includes work practices and methods that facilitate rapid response. Applied to software development, the idea is that if working software is released quickly, its impact can be evaluated early and used for further improvements (Greve et al., 2020). The implementation of agile governance forms competitiveness in facilitating community service systems (Founoun et al., 2021) so that services are more agile, resilient and effective (Purcell, 2019). Competitiveness is one of the keys to sustainable development and this demands agility at the service and organizational level. (Ferdian et al., 2023) further explained that efficient governance has great significance for an organization because it involves monitoring expenditure, risk and security. In the process, optimization involving technological resources becomes very important. Agile governance is a

solution to overcome slow, complicated and complex service problems by utilizing technology. In other words, an efficient government without discipline will not be able to develop, and conversely, without efficiency, it will not be able to compete.

There are 6 principles of agile governance as explained by (Luna et al., 2015) as follows:

1. Good enough governance: governance is able to adapt to the context of an organization.
2. Business driven: actions and decisions taken must be in accordance with the objectives carried out.
3. Human focused: free space for the community to participate in helping government management.
4. Based on quick wins: celebration of the success of a project in a short period of time, this is done to foster motivation and morale.
5. Systematic and Adaptive approach: development of intrinsic abilities in a team.
6. Simple design and continuous refinement: improving teamwork results must always be sought.

The important point that can be taken from agile governance is that the government (ministries/institutions/agencies) must have the ability to be fast and agile in facing new and complex challenges. The government is expected to be able to deal with various situations that are currently occurring or that can be predicted in the future. Apart from that, the government needs to have good adaptability and be able to efficiently handle state problems. In other words, structural efforts are needed to build an efficient bureaucracy so that it can accelerate and improve the quality of integrity zone development, especially in public services (Razak, 2020).

Further analysis may consider that the implementation of Agile Governance is not just a strategy, but also a fundamental change in the way government operates. The focus on adaptability and efficiency illustrates the need for structural transformation in the bureaucracy to achieve reform goals, such as integrity zones. However, challenges that may arise are cultural and structural change processes that require full support from leaders and staff, as well as ongoing efforts to ensure the successful implementation of agile governance. Apart from that, referring to the study mentioned (Razak, 2020) shows that public services are the main focus in building integrity zones. Therefore, structural and cultural changes in the public service sector are very crucial to improve service quality and ensure the sustainability of integrity zone development.

Therefore, this article will examine the implementation of the agile governance strategy, as well as the obstacles faced in establishing an integrity zone within TNI AD agencies, particularly within the Rindam XIV Hasanuddin Unit. The aim of this study is to offer insights and suggestions to enhance comprehension of agile governance application within bureaucratic reform in Indonesia, particularly within the TNI AD agency.

Research Methods

This research uses an interpretive paradigm with qualitative research methods as the main approach to explore and understand the topic being discussed. The qualitative approach provides ample space for researchers to gain an in-depth understanding of the dynamics and context of implementing agile governance in realizing an integrity zone in the Rindam XIV/Hasanuddin Unit. This method allows collecting data from various sources, including literature, documents and research reports. The data interpretation process is a critical step in this research, where researchers combine insights from various

sources to form a holistic understanding of the application of agile governance in a military context. The conclusions drawn as the final result of the data analysis are expected to provide a significant contribution to the practical and theoretical understanding of how this strategy can be an effective instrument in achieving the integrity zone.

Results and Discussions

Development of Integrity Zones Towards Areas Free From Corruption / Areas Of Significant and Serving Bureaucracy In The Tni Ad Environment

Conceptually, the development of the Integrity Zone towards the Clean and Serving Bureaucracy (WBK/WBBM) within the Indonesian Army (TNI AD), as currently implemented by Rindam XIV/Hasanuddin, is carried out through several stages: declaration, implementation, and monitoring as stipulated in the Chief of Staff of the Army's Decision dated December 14, 2021. The technical guidelines issued by the Indonesian Army essentially serve as references and guidelines to ensure a uniform understanding and actions in the implementation of the Integrity Zone towards the Clean and Serving Bureaucracy (WBK/WBBK).

Referring to the implementation carried out by several units within the Indonesian Army (TNI AD) in general, and specifically Rindam XIV/Hasanuddin, it is noted that the realization of the Integrity Zone (ZI) remains challenging to implement. This can be observed from the constraints and issues arising as a result of various differences. The differentiating factors among the units within the TNI AD include variances in work culture confronted with the tasks of each main command in supporting the main tasks of the TNI AD, and disparities in the quality of human resources, in this case, the soldiers staffing each unit. Additionally, differences in demographic and geographic conditions, as well as various other factors, can influence the implementation of issued policies. Based on the findings in the environment of Rindam XIV/Hasanuddin, which resulted in low achievement in the ZI/WTRB assessment index, as indicated in the following table:

Table 2. Rindam XIV/Hasanuddin Assessment Results by the Internal Assessment Team of Kodam XIV/Hasanuddin Financial Year 2022

No.	Lever Components	Score	Value Standards	
			WBK	WBBM
1	Change Management	1,92	4,8	6
2	Management Arrangement	1,36	4,2	5,25
3	HR Management System Arrangement	6,82	6	7,5
4	Strengthening Accountability	1,73	6	7,5
5	Strengthening Supervision	0,88	9	11,25
6	Improving the Quality of Public Services	2,91	6	7,5
Total		15,62	36	45

Source: TPI Construction of ZI Kodam XIV/ Hasanuddin (2022)

Therefore, it can be assumed that the factual issues occurring within the Rindam XIV/Hasanuddin unit have rendered the Army Chief of Staff's policy on the Integrity Zone within the Indonesian Army (TNI AD) not yet fully optimal. There are still several areas of concern that need to be addressed and improved upon in the implementation of the Army Chief of Staff's policy by the Rindam XIV/Hasanuddin unit.

The suboptimal development of the Integrity Zone by Rindam XIV/Hasanuddin indicates that there are still comprehensive tasks that need to be completed to realize the unit within the Indonesian Army (TNI AD) as an area that upholds integrity. This is

because the Integrity Zone is a predicate that must be deeply ingrained not only within the unit's environment but also within every individual who is part of the Indonesian Army unit. Additionally, one crucial aspect of the analysis of the implementation of the Chief of Staff of the Army's policy guidelines on the development of the Integrity Zone in the Rindam XIV/Hasanuddin unit is the role and function of Rindam as a military education institution that provides initial education, qualification education, and vocational education, which enables Rindam to not only provide education and training for TNI AD soldiers but also instill integrity in every individual of TNI AD. Furthermore, the importance of studying the development of the Integrity Zone in the Rindam environment can be beneficial in supporting the Indonesian Army as a large institution, considering that the Indonesian Army, as one of the institutions with the largest budget, is vulnerable to integrity violations.

Challenges In Implementing Agile Governance Principles In The Rindam Xiv/Hasanuddin Unit

Agile Governance aims to provide value more quickly, better, and more efficiently for organizations in their business processes. The application of Agile Governance principles is a combination of agile capabilities and governance capabilities that can accelerate business processes within organizations, thus delivering value quickly, which in turn can enhance organizational competitiveness (Kumorotomo, 2020). In this regard, referring to the 6 Agile Governance principles proposed by (Luna et al., 2015), the analysis of issues/challenges faced by the Rindam XIV/Hasanuddin Unit can be outlined in the following table:

Table 3. Principle of Agile Governance and Challenges Faced by Rindam XIV/Hasanuddin

Principle	Problems/Challenges Faced
Good Enough Governance – A crucial principle to consider the governance needed for an organization to operate efficiently, taking into account specific conditions and the time required by each organization.	Often faced with the challenges of the complexity of the military environment, high operational uncertainty, and an organizational culture that tends to be rigid, giving rise to problems related to transparency, strong hierarchies, stakeholder participation, and change management, while having to pay attention to critical information security in the military sphere.
Business Driven – Every decision made within the organizational unit, encompassing the entire organization and specific sectors, must consider the organization's strategy.	When applying Business Driven principles, problems arise related to incompatibility with a military culture that is accustomed to hierarchies and regulations, high information security requirements, difficulties in responding to rapid changes, adapting to an organized military structure, stakeholder participation and understanding, the complexity of risk management, and challenges in shifting culture and mindset within the organization.
Human Focused – Humans must be valued as key agents of change and driving forces within the organization, and they should be	Issues often arise regarding the difficulty of changing organizational culture, finding a balance between human aspects and high-risk military task requirements, challenging

encouraged to contribute creatively towards the organization's goals.	communication and stakeholder participation, resistance to change, managing complex human resources, difficult human performance measurement, and maintaining a balance between military personnel safety and well-being.
Based on Quick Wins – "Quick victories" achieved by the team should be celebrated with the same level of intensity and seriousness as when dealing with and resolving issues.	The issues often involve operational complexity, conflicting priorities regarding security and readiness, compliance with regulations and procedures, resource constraints, resistance to change, challenging success measurements, risk management challenges, and the need for high-level leadership support and commitment.
Systematic and Adaptive Approach – An organization must implement a systematic and adaptive approach to address the challenges faced by the organization.	The issues often involve challenges in changing organizational culture, difficulty in integration with existing military processes, balancing stability and flexibility, resource and budget constraints, stakeholder understanding and commitment, operational uncertainty, accurate success metrics, and adaptive risk management.
Simple Design And Continuous Refinement – It is better to do something simple and immediately yield results, then exert minimal effort to refine it if necessary (for example, through rework), rather than doing something complicated, consuming a lot of time and resources, and then missing the opportunity to make the necessary changes within the organization.	The issues often involve the complexity of military tasks, limited adaptability, the need to maintain a balance between simple design and continuous refinement, the importance of stability and security, stakeholder understanding and commitment, resource limitations for continuous improvement, challenges in measuring success, and maintaining quality in rapid changes.

In the context of implementing Agile Governance in a military organization, exemplified by Rindam XIV/Hasanuddin, starting from the principle of Good Enough Governance, issues can arise related to organizational inflexibility, limited capacity and resources, low levels of participation, and difficulties in cultural change. Subsequently, in the principle of Business Driven, challenges involve compatibility with military culture, the need for high information security, and resistance to change.

The implementation of the Good Enough Governance and Business Driven principles may also encounter constraints such as operational complexity, uncertainty, and resistance to change within the military environment when applying the Systematic And Adaptive Approach principle. Meanwhile, with the Based On Quick Wins principle, issues may arise from the complexity of military tasks, resource limitations, and resistance to change.

Finally, in the principle of Simple Design And Continuous Refinement, military organizations often encounter difficulties in adjusting to the complexity of military tasks,

limited adaptability, and challenges in maintaining a balance between simple design and continuous improvement.

Overall, the implementation of Agile Governance in military organizations requires a careful and adaptive approach to the unique characteristics within each military environment, as well as the cultural changes needed to support these principles.

Strategy and Solutions In Implementing Agile Governance At Rindam Xiv/Hasanuddin

From the elaboration on challenges and issues in the previous section, this part specifically discusses the mapping of strategies and solutions that can be implemented by a military organization, particularly Rindam XIV/Hasanuddin, in the application of Agile Governance.

Table 4. The Strategy and Solutions for Implementing Agile Governance at Rindam XIV/Hasanuddin

Problem Categorization		Strategies and Solutions
Good Enough Governance	Enough	<ol style="list-style-type: none"> 1. Outreach and Training: Promote the principles of Good Enough Governance and its benefits through effective training and communication. 2. Active Participation: Encourage active participation of personnel in decision-making processes to enhance acceptance of these principles. 3. Continuous Evaluation: Conduct continuous evaluations of policies and processes to ensure a balance between flexibility and stability.
Business Driven		<ol style="list-style-type: none"> 1. Alignment with Business Goals: Ensure that every initiative and decision related to the Business Driven principle aligns with the business goals of the military organization. 2. Risk and Benefit Assessment: Continuously conduct risk and benefit assessments to ensure that decisions made are in line with this principle. 3. Stakeholder Engagement: Obtain active involvement and input from stakeholders to understand business needs and support decision-making.
Human Focused		<ol style="list-style-type: none"> 1. Understanding Human Needs: Adopting an approach that comprehends the needs and well-being of military personnel in every decision and initiative. 2. Welfare Programs: Implementing welfare programs that support the work-life balance of military personnel. 3. Communication Transparency: Facilitating open communication between leaders and military personnel to understand and address humanitarian needs.
Based On Quick Wins		<ol style="list-style-type: none"> 1. Rapid Resource Assessment: Conduct a quick assessment of available resources to identify quick wins that can be implemented without significant burden. 2. Initiating Pilots: Pilot quick wins through project trials before full implementation to minimize risks and obtain direct feedback.

	3. Leadership Support: Obtain active support from senior leadership to ensure priorities and required resources are available.
Systematic and Adaptive Approach	<ol style="list-style-type: none">1. Effective Change Management: Implement effective change management strategies to respond to and manage changes effectively.2. Flexibility in Processes: Adapt processes to respond to rapid changes while maintaining stability and consistency.3. Stakeholder Engagement: Obtain active involvement from stakeholders in every phase of change to enhance acceptance and support.
Simple Design and Continuous Refinement	<ol style="list-style-type: none">1. Open and Flexible Design: Focus on an open and flexible system design to allow for continuous refinement according to evolving needs.2. Regular Monitoring and Evaluation: Conduct regular monitoring and evaluation of system performance involving stakeholders for ongoing improvement.3. Integrated Risk Management: Implement an integrated approach to risk management to integrate security with innovation and sustainable enhancement.

It is important to note that each strategy/solution needs to be tailored to the specific context of the military organization and may involve cross-departmental collaboration, engagement of senior leaders, and phased implementation to achieve optimal results. In this context, Rindam XIV/Hasanuddin needs to reformulate its strategies as solutions to realize the optimal implementation of Agile Governance, particularly in the development of the Integrity Zone towards WTRB.

Conclusion

The implementation of Agile Governance strategy within the context of military institutions as part of the effort towards integrity zones holds significant potential to enhance organizational flexibility, responsiveness, and effectiveness. This approach enables rapid adaptation to changes, enhances stakeholder engagement, and brings focus to continuous innovation.

In an effort to realize the Integrity Zone towards the area of Orderly Bureaucratic Reform (WTRB) at Rindam XIV/Hasanuddin, the implementation of Agile Governance strategy offers an adaptive and responsive approach to the organizational environment dynamics. This strategy encompasses the application of principles such as Good Enough Governance, Business Driven, Human Focused, Based on Quick Wins, Systematic and Adaptive Approach, and Simple Design and Continuous Refinement. However, significant challenges arise, including resistance to cultural change, resource limitations, the complexity of military tasks, and high security. Therefore, intensive efforts are needed in education and training to enhance understanding and acceptance of Agile Governance principles. Additionally, cross-departmental collaboration, full support from senior leadership, and continuous evaluation are key to overcoming barriers and ensuring the success of Agile Governance implementation in the context of bureaucratic reform within military institutions in Indonesia. Recommendations involve a risk-based approach, improved communication, and enhancing organizational adaptability to effectively address changes in supporting the vision of the Integrity Zone and Bureaucratic Reform.

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