ROLE OF ORGANIZATION CULTURE ON ORGANIZATIONAL AGILITY FOR DIGITAL TRANSFORMATION IN XYZ GOVERNMENT ORGANIZATION

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ABSTRACT
The current situation of VUCA, where changes are more directed at customer needs, speed, accuracy, and sustainability. The presence of technology and the almost simultaneous COVID-19 pandemic requires organizations to have agility in the digital transformation process. This change in situation was also brought about by the XYZ organization, an organization engaged in digital security management. The purpose of this research is to be able to create the right model for talent management within the organization in order to encourage organizations to be more agile and able to go through digital transformation well through organizational culture and knowledge sharing. This research was conducted using quantitative methods. Data were obtained through filling out online questionnaires to 259 members of the XYZ organization. The results showed that there was a significant and positive influence of organizational culture on organizational agility. In addition, knowledge sharing has a significant and positive effect on organizational culture. Meanwhile, the perception of organizational support has a significant and positive effect on both knowledge sharing and organizational culture. This research shows that it is important for organizations to build a good organizational culture in supporting each other to become an agile organization in changing situations like today.

Keyword: Organizational Agility, Organizational Culture, Knowledge Sharing, Perceived Organizational Support, Psychological Empowerment.

1. INTRODUCTION
The world has gone digital, and there is no turning back. While this fact may sound like a major change, it presents some unique challenges for business and the world of service. Businesses are often slow to change, and there's a lot to watch out for in the evolution that is coming quickly through the digital world. Digital transformation is the idea that modern technology can drastically change the way problems are solved. It affects every level of the business and often determines how to choose to progress through the problems at hand. It affects every level of the company and will continue to have a turbulent effect for decades to come. But with all the changes, it becomes difficult to say which challenges really present opportunities for growth. Many of the transformations also require taking steps that have risks, so the situation is often frustrating.
The business world has also changed dramatically in the last decade through technological (digital) changes, even more so with the COVID-19 pandemic. This change has become VUCA—volatile, uncertain, complex, and ambiguous—and it is likely to persist, at least for a while longer. VUCA's only constant in reality is rapid and unpredictable change. In the VUCA world, a person or

organization loses hope of being able to predict the future, and instead needs to focus on efficient adaptation to changing conditions. So, agility is needed, both from strategy, organizational design, the agility capacity of HR, and leadership (Worley, 2010).

Agility is the ability of an organization to renew itself, adapt, change rapidly, and succeed in a rapidly changing, ambiguous, and volatile environment. Business agility is defined as the agility in organizational culture, leadership, strategy, and governance that adds value to all stakeholders operating in an uncertain, complex, and ambiguous environment. An agile business can respond quickly and effectively to opportunities and threats found in its internal and external environment (be it commercial, legal, technological, social, moral, or political). Organizations that truly have agility, must be able to manage paradoxes, learn to be stable (tough, reliable, and efficient) and dynamic (fast, agile, and adaptive). To master this paradox, organizations must design structures, governance arrangements, and processes relatively quickly to sustain their core business. At the same time, they must also create looser and more dynamic elements that can be quickly adapted to new challenges and opportunities (McKinsey, 2016).

Continuous and unpatterned environmental changes cause organizational agility to be dynamic. It must follow a turbulent business environment. That is, agility is an ongoing process, a "matter of becoming" rather than "being" (Alzoubi et al., 2011). Consequently, the organization will have the "right" agility if every member of the organization has a code of conduct to always be agile. This can be achieved if the organizational culture supports the achievement of organizational agility. So, agility is more than just a business process, it must be a core characteristic that must be possessed by organizational members, teams, and the entire organizational culture (Harraf et al., 2015).

In addition, there is one important understanding that employees must have knowledge sharing. Knowledge sharing is one of the methods in knowledge management that is used to provide opportunities for members of an organization, agency, or company to share their knowledge, techniques, experiences, and ideas with other members (Wilkesmann et. al., 2007). Knowledge sharing can only be done when each member has an ample opportunity to express their opinions, ideas, criticisms, and comments to other members (Weissenberg & Spieth, 2006). This is where the role of knowledge sharing among employees becomes very important to improve the ability of employees to think logically, which is expected to produce a form of innovation, especially in situations of change and towards an agile organization.

Another study was conducted to determine the effect of support from the organization on employee participation in building an agile organization. According to Park (2015), the perception of support from the organization is a key variable that can influence employee attitudes in the company where they work. One form of organizational support for employees is when the organization provides opportunities for employees to participate in decision-making. However, if employees do not feel that the organization will be open to receiving input, they will not feel that the organization is truly opening up opportunities to participate. Thus, the perception of the extent to which an organization applies human resource practices will influence the attitudes and behavior of its employees (Whitener, 2001). The emergence of the perception that the organization will support and care for employees will provide a positive relationship with work attendance, work performance, employee behavior, job satisfaction, and affective commitment to the organization (Allen, Shore, and Griffeth, 2003) and encourage workforce agility (Mangundjaya, 2020). Where workforce agility is a condition for the formation of an agile organization (Kanten, 2017).

Competence possessed by an employee is one of the things that makes employees feel empowered at work (usually called psychological empowerment) (Spreitzer, 2007). Psychological empowerment is the level of cognitive empowerment felt by individuals (Spreitzer, 2007). In turn, this self-esteem produces feelings of meaning, competence, self-determination, and impact (Linden et al. 2000). As a result, they tend to reciprocate by becoming more committed to an organization (O Avolio et al. 2004; Eisenberger et al. 1990). These four dimensions can result in high organizational commitment to facing challenges and changes, as well as organizations with good agility (Vogel, 2013).

Fortunately, such agility can be developed and trained. Organizations need people who are agile and also quick to understand these changes. In particular, those that can support the development, management, and development of platforms/technology are organizational needs to be able to respond to customer needs more quickly and precisely and provide added value in every process. The human resources needed have certainly shifted from low skills to high skills, because computer supervision is no longer human, also known as digital talent. Digital talents are talented employees who are able to adapt to digital technology. Digital talent is an important part of a company's ability to remain competitive and continue to grow. However, technical skills alone are not enough. Digital talent needs to have business acumen as well as hard skills. From this explanation, what is the right organizational strategy for forming digital talents who are able to deal with existing changes?

In the midst of the limitations of digital talent in Indonesia, there is a government organization (the XYZ organization) that already has sufficient digital talent in terms of quantity, skills, and quality. The XYZ organization is a government agency of the Republic of Indonesia that is engaged in information security and cyber security. The XYZ organization is led by the Head of the Agency, who reports directly to the President of the Republic of Indonesia. Almost every year, the XYZ organization creates more than 100 digital talents that are used for the internal needs of this organization. By looking at the enormous challenges of change, XYZ's organization as an organization must be able to quickly adapt to the demands of its new functions and duties. In addition, the XYZ organization has digital challenges with a digital organizational work pattern that has been formed since 1946 until now by having adequate digital talent, not only knowledge and skills but also attitudes and leadership that were formed from the time of Poltek to work. This is a positive thing for the agency to have agility in dealing with existing changes. Researchers are interested in conducting research using the XYZ organization as a case study to be able to see the dynamics of how strategy, HR, organizational capacity, and leadership deal with very fast changes and very broad challenges today.

In this study, organizational agility was selected as the dependent variable, organizational culture and knowledge sharing as moderators, and perceived organizational support and psychological empowerment as independent variables. Based on the variables used in this study as well as the position of these variables in the planned model, the researchers wanted to know how the influence of organizational culture, knowledge sharing, perceived organizational support, and psychological empowerment on organizational agility in BSSN. The subjects in this study were all BSSN employees, totaling 259 respondents. The research data was obtained by distributing online questionnaires with a total of 70 questions. The analysis of this research uses SPSS and PLS to see the effect between variables. It is hoped that the results of this research can be used as a reference for other government agencies in carrying out digital transformation in their organizations.

2.REVIEW OF LITERATURE

2.1 Organizational Agility

Environmental changes have an impact on the high level of competition in running a business, which makes the organization dynamic. Thus, to deal with change, high intensity of competition, and a dynamic environment, organizations would be better off applying a new approach as a solution, namely agility. Agility is defined as the ability to survive and succeed in an environment of continuous and unpredictable competitive change by reacting quickly and effectively to changing markets by controlling existing products and services (Gunasekaran, 1999). Similarly, Huang (1999) states that organizations that are adaptable are effective in responding to environmental changes. Shafer et al. (2001) wrote that agile organizations are responsive and ready to change. Oliveira et al. (2012) stated that "agility is manifested by factors such as continuous improvement, continuous delivery, communication, team maturity, and HR flexibility." Organizational agility can be seen as an organization's ability to predict future opportunities.

Kanteen (2017) says that organizational agility requires effective knowledge management, learning ability, efficient decision making, and quick solutions in response to changing conditions. To maintain the conditions of need that allow adapting to the business world, organizations must design their architecture with technology, processes, strategies, and qualified employees. Success in realizing organizational agility requires changes based on organizational culture and values.

2.2 Organizational Culture

Culture is essentially the foundation of an organization. Organizational culture, in essence, has good value for the progress of an organization. Organizational culture covers broader and deeper aspects and becomes a basis for the creation of an ideal organizational climate. Organizational culture as a system of roles, the flow of activities and processes (showing organizational processes or the so-called system/pattern of work relations) and involving several people as executors of tasks and activities designed to carry out common goals (Chatab, 2007). A more comprehensive definition of culture is offered by Schein (2010). Shared archetypes of assumptions are learned by a group when solving problems of external adaptation and internal integration, which have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to understand, think, and feel in relation to the problem (Schein, 2010).

Culture is a social controller and regulator of the running of the organization on the basis of shared values and beliefs, so that it becomes the norm of group work, and operationally it is called work culture because it is a guideline and direction for employee work behavior (Chatab, 2007). Thus, it can be understood how culture is able to provide an identity and direction for the survival of the organization (Kreitner and Kinicki, 2013).

2.3 Knowledge Sharing

Knowledge sharing is an activity where individuals, communities, or organizations exchange their knowledge (information, skills, or expertise). Knowledge sharing is related to the knowledge management process, which can be broadly categorized by five activities, namely: creation, storage, and retrieval, transfer, and application of knowledge (Ireson & Burel, 2010; Ali, 2012). Knowledge sharing can also be described as an informal communication process that involves the

sharing of knowledge among colleagues (Siemsen et al., 2008; Ali, 2012). Organizational members possess skills and knowledge when they engage in knowledge sharing practices (Sitko-Lutek et al., 2010; Ali, 2012). Knowledge sharing can be regarded as an informal communication process that involves sharing knowledge among colleagues (Siemsen et al., 2008).

The practice of sharing knowledge across organizations is essential for preserving valuable heritage, learning new techniques, solving problems, creating core competencies, and initiating new situations (Hsu, 2008; Hu, Horng, & Sun, 2009; Huang, Chen, & Stewart, 2010; Law & Ngai, 2008). Explicit knowledge sharing comprises almost all forms of knowledge sharing that are institutionalized in organizations. The practice of sharing explicit knowledge appears to be more common in the workplace because explicit knowledge can be easily captured, codified, and transmitted. Management mechanisms, such as procedures, formal languages, handbooks, and information technology systems, will encourage employees' willingness to share their explicit knowledge (Coakes, 2006; Huang, Davison, & Gu, 2010). In contrast, face-to-face interactions are the primary means for tacit knowledge sharing. The key to sharing tacit knowledge is the willingness and capacity of individuals to share what they know and use what they know they are learning (Holste & Fields, 2010; CP Lin, 2007; HF Lin, 2007; Megan Lee, Steven, Sanjib, & Intakhab, 2007). Human experience is the basis of tacit knowledge sharing (Nonaka & Takeuchi, 1995; Polanyi, 1966), because the individual cannot take advantage of new knowledge unless he or she has previously "social software" connected to it. Difficulties that may hinder the sharing of tacit knowledge include the willingness of co-workers to share and/or use tacit knowledge; limited awareness of the individual's tacit knowledge; difficulties in expressing tacit knowledge related to mental and/or physical actions; and lack of application of context-specific tacit knowledge in other contexts (Holste & Fields, 2010). However, this obstacle can be overcome by trusting relationships between individuals in the knowledge sharing process (Koskinen, Pihlanto, & Vanharanta, 2003; Lucas, 2005; Spender, 1996; Spender & Grant, 1996).

2.4 Perceived Organizational Support

Perceived organizational support refers to employees' perceptions of the extent to which the organization's contribution and concern for their welfare are apparent (Eisenberger et al., 1986; Eisenberger & Stinglhamber, 2011; Kurtessis et al., 2015). The concept of perceived organizational support emerged from a tradition in organizational psychology that examines the relationship between employees and organizations, a topic that has long incorporated the notion of exchange between these two parties (Kirkland, 2017). Kirkland (2017) defines perceived organizational support as the organization's treatment of employees, which then forms an attribution or assessment of employees to the organization. Based on Rhoades & Eisenberger (2002), indicators of perceived organizational support are fairness, organizational rewards and job conditions, and supervisory support.

2.5 Psychological Empowerment

Psychological empowerment has been generally defined as "the delegation of authority by managers to their employees regarding work practices and methods" (Sibson, 1994; Saymah, 2018). Conger and Kanungo (1988) define empowerment as the process of increasing self-efficacy among organizational members, which includes employees who feel empowered (Conger &

Kanungo, 1988; Saymah, 2018). Psychological empowerment can be defined as a mechanism created by organizations that can help organizations achieve their objectives through increasing employees' abilities to appreciate their strengths and qualities, and also supporting employees in appreciating their role at work and their contribution to the organization (Saymah, 2018). Thomas and Velthouse (1990) state that empowerment is multifaceted and its essence cannot be seen from one concept alone. The four dimensions are: meaning, competence, self-determination, and impact.

2.6 Hypothesis of Research
After the explanation regarding the strengthening of the influence between the variables above, and the hypotheses have been determined, all the hypotheses of this research are summarized again in this section.

1. H1: Organizational Culture Positively Affects Organizational Agility
2. H2: Knowledge Sharing Has a Positive Effect on Organizational Agility.
3. H3: Perceived organizational support has a positive effect on organizational agility.
4. H4: Psychological Empowerment Has a Positive Effect on Organizational Agility.
5. H5: Knowledge Sharing Has a Positive Effect on Organizational Culture.
6. H6: Perceived organizational support has a positive effect on organizational culture.
7. H7: Perceived organizational support has a positive effect on knowledge sharing.
8. H8: Psychological Empowerment Has a Positive Effect on Organizational Culture
9. H9: Psychological Empowerment Has a Positive Effect on Knowledge Sharing
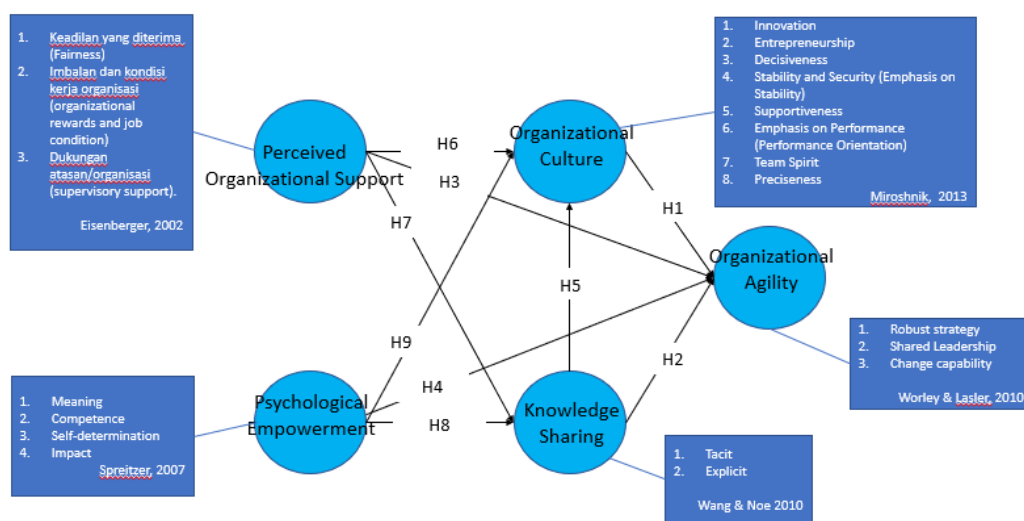
Picture 2. 1 Research Framework

3. RESULTS

3.1 Regression Test Results

In this study, researchers wanted to see the relationship and influence of each variable IV (Independent Variable) on DV (Dependent Variable).

Table 3. 1 Regression Test Results

Independent Variable	Dependent Variable	Besar Pengaruh	Sig	Arah
OC		0,731	0,000	positif
POS	**OA**	0,231	0,000	positif
PE		0,212	0,000	positif
KS		0,365	0,000	positif

Output: SPSS, 2021

Based on the table above, it can be seen that the IV that will be used has a significant and positive influence and direction. The results show that organizational culture has a high influence of 73.1%, followed by knowledge sharing with an effect of 36.5%, and perceived organizational support has an influence of 23.1%, while the influence of psychological empowerment is 21.2%. From these results, it can be said that the model being made based on the theory is in accordance with the results of the tests that have been carried out, so that the model being used will be the same.

3.2 Hypothesis Testing Results

The estimated value for the path relationship in the structural model must be significant. This significance value can be obtained by boostrapping. By looking at the significance of the hypothesis by looking at the parameter coefficient values and the T-statistical significance value in the boostrapping report algorithm, to find out whether it is significant or not, can be seen from the T-table at alpha 0.05 (5%) = 1.96, which is then compared to the T-table by T-statistics (T-statistic). Because this study has an intermediary or mediating variable, the hypothesis is divided into two, namely to determine the direct effect and the indirect effect. Where the variables of organizational characteristics and organizational culture are hypothesized to have a direct effect on job satisfaction and employee performance, the independent variable on the dependent variable is also investigated through job satisfaction as a mediator.

Table 3. 2 Hypothesis Testing Results

	Hipotesis	Original Sample	Std Deviasi	T-Statistics	P-Value
H1	Organizational Culture – Organizational Agility	0,919	0,068	13,558	0,000
H2	Knowledge Sharing – Organizational Agility	-0,106	0,068	1,559	0,120
H3	Peceived Organizational Support – Organizational Agility	0,050	0,035	1,430	0,153

H4	Psychological Empowerment – Organizational Agility	-0,005	0,050	0,101	0,920
H5	Knowledge Sharing – Organizational Culture	0,564	0,057	9,907	0,000
H6	Perceived Organizational Support – Organizational Culture	0,360	0,067	5,368	0,000
H7	Perceived Organizational Support – Knowledge Sharing	0,299	0,071	4,204	0,000
H8	Psychological Empowerment – Organizational Culture	0,433	0,064	6,752	0,000
H9	Psychological Empowerment – Knowledge Sharing	0,391	0,082	4,744	0,000

Output : PLS (2021)

Based on the table above, the alpha is 0.05 (5%). Then the statistical T value is greater than the T table of 1.96 and the P value is less than 0.05, so the hypothesis can be stated that the model is accepted.

1) H1, organizational culture has an effect on organizational agility. In the table of hypothesis testing results, the T statistic value is 13,558, which is greater than the T table (1,969), and the P value (0,000) 0,05. This explains that organizational culture has an effect on organizational agility; thus, the hypothesis is accepted. In addition, it is known that the relationship between organizational culture and organizational agility has a positive relationship.

2) H2, knowledge sharing has an effect on organizational agility. In the table of hypothesis testing results, the T statistic value of 1.559 is smaller than the T table (1.969), and the P value of 0.120 is greater than 0.05. This explains that knowledge sharing has no effect on organizational agility, and thus the hypothesis is rejected. In addition, it is known that the relationship between knowledge sharing and organizational agility has a negative relationship.

3) H3, the perceived organizational support for organizational agility, in the table of hypothesis testing results, the T statistic value of 1.430 is smaller than the T table (1.969), and the P value of 0.153 is 0.05. This explains that the perceived organizational support has no effect on organizational agility, thus the hypothesis is rejected. In addition, it is known that the relationship between perceived organizational support and organizational agility has a positive relationship.

4) H4, psychological empowerment has an effect on organizational agility. In the table of hypothesis testing results, the T statistic value of 1.101 is smaller than the T table (1.969), and the P value of 0.153 is greater than 0.05. This explains that psychological empowerment has no effect on organizational agility. The hypothesis is thus rejected. In addition, it is known that the relationship between psychological empowerment and organizational agility has a negative relationship.

5) H5, knowledge sharing has an effect on organizational culture. In the table of hypothesis testing results, the T statistic value is 9.907 greater than the T table (1.969), and the P value (0.00) 0.05. This explains that knowledge sharing has an effect on organizational culture. The hypothesis is thus accepted. In addition, it is known that the relationship between knowledge sharing and organizational culture has a positive relationship.

6) H6, the perceived organizational support has an effect on organizational culture. In the table of hypothesis testing results, the T statistic value is 5.368 greater than the T table (1.969), and the P value (0.000) 0.05. This explains that the perceived organizational support has an effect on organizational culture, thus the hypothesis is accepted. In addition, it is known that the relationship between perceived organizational support and organizational culture has a positive relationship.

7) H7, the perceived organizational support has an effect on knowledge sharing. In the table of hypothesis testing results, the T statistic value is 4.204 greater than the T table (1.969), and the P value (0.000) 0.05. This explains that the perceived organizational support has an effect on knowledge sharing, so the hypothesis is accepted. In addition, it is known that the perceived organizational support for knowledge sharing has a positive relationship.

8) H8, psychological empowerment has an effect on organizational culture. In the table of hypothesis testing results, the T statistic value of 6.752 is greater than the T table (1.969), and the P value (0.000) 0.05. This explains that psychological empowerment has an effect on organizational culture; thus, the hypothesis is accepted. In addition, it is known that the relationship between psychological empowerment and organizational culture has a positive relationship.

9) H7, psychological empowerment has an effect on knowledge sharing. In the table of hypothesis testing results, the T statistic value is 4.744 greater than the T table (1.969), and the P value (0.001) 0.05. This explains that psychological empowerment has an effect on knowledge sharing and thus the hypothesis is accepted. In addition, it is known that the relationship between psychological empowerment and knowledge sharing has a positive relationship.

4. DISCUSSION

Organizational digital transformation requires organizational people who have a digital mindset, not just the implementation of the latest digital technology. The digital mindset is not only the ability to use technology, but is an attitude and behavior that is oriented towards the use of digital technology in carrying out various activities. Without a digital mindset in its employees, it will be difficult for organizations to form digital organizations. Therefore, it is very important for organizations to be able to identify and develop the digital mindset of their talents as a first step in carrying out digital transformation. Based on theory and based on quantitative calculations, independent variables (organizational culture, knowledge sharing, perception of organizational support, and psychological empowerment) used in research have relationships and influences and positive directions on organizational agility, where organizational culture becomes the largest variable compared to other variables.

In general, this XYZ organization has good agility organizational capabilities, where all dimensions *(robust strategy, shared leadership, and change capability)* have good value. The important thing so that xyz organization can be more optimal is to develop leadership that maximizes the resources owned by a company so that its goals can be achieved. Here employees are given time and opportunity to join the field of interest and become leaders in that field. Furthermore, the thing that needs to be in the implementation of the concept of *shared leadership* is social support. What is meant by social support in this case is all the support provided by all members of the company. Because without the support of all members of the company, the achievement of company targets cannot be done effectively and efficiently, especially facing unclear and increasingly complex challenges.

Organizational culture has shown an organizational culture that focuses on achieving superior performance, so that the organizational culture in XYZ organization is able to encourage organizations that have agility up to 86.1%. Among these dimensions of good organization, there are two dimensions that can still be improved to encourage more optimal support in building organizations that have high agility. *Stability and security*, are the dimensions that are a priority that must be improved immediately, considering that this dimension has an effectiveness of 67.49%. It is more associated with clarity of tasks and also career as well as placements that are more in accordance with the desired competencies and interests. The organization needs to reorganize the organization according to the needs of current changes, accompanied by a clear and transparent career map and procedures related to the career. The entrepreneurial culture in the organization, which also still needs to be improved, has now reached 73.18%. It is time for the organization in its decision making and actions to be able to be faster and firmer to be able to solve the challenges that exist today with the management of its risks. There is still a bureaucratic decision-making process and centered on few decision makers in the organization, causing problem solving to be longer. And finally there is decisiveness, currently has an effectiveness of 74.59% meaning that it can still be improved to get certainty over uncertain and unclear situations.

XYZ organization is a digital organization with 80% of its human resources are digital talent, so it is predictable to share knowledge as part of knowledge management in the organization relatively effectively. The thing that slightly needs to be developed better is explicit knowledge sharing, which is a knowledge sharing management system in organizations can be improved which will be very effective by building a culture, especially digital culture. Those that are already effective will be very effective and contribute to building organizational culture and organizational agility.

Perception of organizational support, the most has the lowest effectiveness compared to other variables with a value of 68.33%. This is still related to the unawakened culture of *security and stability* oraganization in organizations. Digital talent sees the need for attention from the organization from clear business processes, appreciation and appreciation for the achievements that have been achieved and environmental support to the organization in supporting the organization in facing change. The impression is equally and it is difficult to distinguish which digital talent is achieving with mediocre, making digital talent feel that they have to walk and struggle without the support of the organization.

The psychological empowerment of digital talent has good value, this is in accordance with previously estimated, that digital talent has adequate competence and how it can work optimally. But these talents still feel that they have not made much impact on the wider community through the organization. They feel that the organization is not moving as fast as digital talent. It can be seen from the organizational culture node that needs to be strengthened again.

5. CONCLUSION

Organizational culture plays a very important role in building organizational agility. Organizational agility plays a very important role for organizations in carrying out digital transformation. The success of the organization in carrying out the transformation, especially towards digital organizational change, requires special attention from the organization to the formation of the right culture to encourage the formation of organizational agility. Many organizations building their organizational agility, especially in digital transformation, want to have digital talent. However, this XYZ organization already has digital talent for as much as 80% of its employee population. Besides that, 70% of them are millennials and Gen Z, who already have good digital savvy. Organizational culture is expected to be able to carry out its function as a glue for all elements in the organization to occur. organizational culture that is considered and believed to be a differentiator and has militancy in facing the toughest times in the organization.

Knowledge sharing is important and needs to be done at the organizational level. Having a strong institution, known as knowledge management, so that there are many forums that can be used as a medium for sharing knowledge, information, stories, and inspiration can be continued with the spirit of discussion and sharing opinions and judgments. A free and comfortable situation for sharing needs to be presented in institutions, forums, or platforms to accommodate knowledge sharing. In addition, there is also an opportunity given to every employee to convey their ideas and opinions. Often, the more forums and opportunities there are, the fewer people interact, so sharing knowledge is not enough. This is an interesting finding because greater knowledge sharing directly has a negative impact on organizational agility. Because knowledge sharing that is currently happening is more about data sharing, because it is considered that each talented employee can automatically understand the data he gets by accessing other information, but does not ask or discuss it with colleagues or even with superiors.

In addition, the perceived organizational support greatly affects how talented human resources are comfortable conveying their ideas and ideas at every opportunity. You can imagine that if talent HR does not have a good perception, it will have an impact on the formation of organizational culture and also on the lack of real knowledge sharing. Only normative, attending meetings or discussions but not giving opinions. The more frequent meetings that are held on a digital basis will have a very big impact. Agile organizations carry out digital transformation with a negative impact on the frequency of their occurrence.

6. IMPLICATIONS

The inaccuracy in understanding the strategic challenges with the chosen organizational design will have an impact on the incompatibility with the characteristics of digital talent. This will also have an impact on the concerns and insecurity of digital talent for their careers and future in the

organization. Dominated by the Millennial Generation, Generation Z, and later many who will join Generation Alpha with their characteristics, organizations need to adjust and align organizational design with digital challenge strategies.

Having digital talent is currently the desire of some companies and organizations to carry out digital transformation by developing organizations that have high agility. As a result of the high demand for digital talent, the workforce requiresIf the current digital talent management in the XYZ organization can have an impact on the existing digital talent, they will choose to have a career outside of the XYZ organization. Often, digital talents who have many options for careers outside are digital talents who have more abilities than other digital talents. Seeing talents have a feeling of not having an impact on themselves for the organization as well as on customers is

With a lot of digital talent being released, the organization has many disadvantages besides the expensive investment that has been spent on making scholarships, but most of its digital talent can choose a career to work in another workplace, and most of them are willing to pay fines from the official bond process. In addition, for those who survive or who are still working in the organization, if they don't optimize better, they will work at half the speed and the other half will be dedicated to activities to add to their portfolio of part-time or project work. So it will have an impact on the loss of the organization's ability to fulfill its organizational agility quickly.

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