

**MODEL TRANSFORMASI ORGANISASI *SMART GOVERNANCE*
PADA PEMERINTAH KOTA JAMBI**

DISERTASI

Diajukan untuk Memenuhi Sebagian dari Syarat
untuk Memperoleh Gelar Doktor Manajemen



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2025

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PADA PEMERINTAH KOTA JAMBI**

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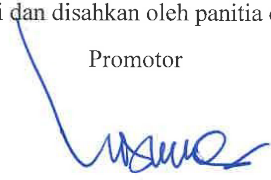
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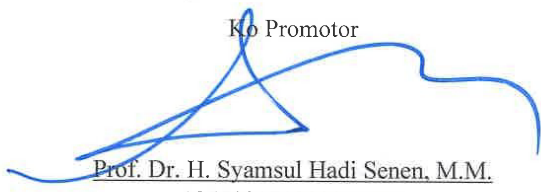
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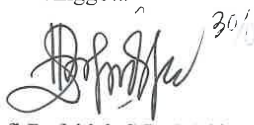
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ABSTRAK

Abdul Muhaimin El-Yusufi, NIM: 2109971, Model Transformasi Organisasi *Smart Governance* pada Pemerintah Kota Jambi. Promotor: Prof. Dr. Edi Suryadi, M.Si.; Ko-Promotor: Prof. Dr. H. Syamsul Hadi Senen, M.M.; Anggota: Dr. Rofi Rofaida, S.P., M.Si.

Organisasi pemerintah daerah saat ini telah melakukan berbagai inisiatif, termasuk mengadopsi inovasi dalam tata kelola yang diwujudkan melalui implementasi *smart governance*. Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh kapabilitas manajerial dinamis dan kesiapan organisasi terhadap *smart governance*, baik secara langsung maupun tidak langsung melalui kinerja organisasi dalam transformasi digital. Perspektif *Dynamic Capabilities Theory* (DCT) menjelaskan keterkaitan antara kapabilitas manajerial dinamis dan kesiapan organisasi dengan pencapaian kinerja organisasi dalam transformasi digital, yang pada gilirannya berkontribusi terhadap efektivitas *smart governance* di Lingkungan Pemerintah Kota Jambi. Penelitian ini menggunakan pendekatan kuantitatif, dengan populasi target mencakup 36 Organisasi Perangkat Daerah (OPD) di Kota Jambi. Melalui teknik *stratified random sampling*, sebanyak 158 pejabat struktural di lingkungan OPD dipilih sebagai sampel penelitian. Data dianalisis menggunakan *Structural Equation Modeling* (SEM) dengan metode *Partial Least Squares* (PLS). Hasil penelitian menunjukkan bahwa kapabilitas manajerial dinamis berada pada kategori tinggi, terutama pada dimensi *seizing capability*. Demikian pula, kesiapan organisasi juga dinilai tinggi, khususnya dalam aspek kesiapan pola pikir. Kinerja organisasi dalam transformasi digital secara umum dikategorikan tinggi, sejalan dengan tingkat efektivitas *smart governance* yang juga dinilai tinggi di Kota Jambi. Lebih lanjut, temuan penelitian mengungkapkan bahwa kapabilitas manajerial dinamis tidak memiliki pengaruh, baik terhadap kinerja organisasi dalam transformasi digital maupun terhadap *smart governance*. Sebaliknya, kesiapan organisasi terbukti memiliki pengaruh, baik terhadap kinerja organisasi dalam transformasi digital maupun terhadap *smart governance*. Selain itu, kinerja organisasi dalam transformasi digital juga berpengaruh terhadap *smart governance*. Dalam hal pengaruh tidak langsung, ditemukan bahwa kinerja organisasi dalam transformasi digital tidak memediasi pengaruh antara kapabilitas manajerial dinamis dan *smart governance*. Namun, kinerja tersebut dapat memediasi pengaruh antara kesiapan organisasi dan *smart governance*. Penelitian ini memberikan kontribusi praktis bagi organisasi dan para *stakeholders*, khususnya OPD di lingkungan Pemerintah Kota Jambi. Temuan ini diharapkan dapat memperkuat kapasitas organisasi dalam merespons perubahan lingkungan yang semakin dinamis serta mendorong peningkatan daya saing sektor publik di era digital.

Kata kunci: kapabilitas manajerial dinamis; kesiapan organisasi; kinerja organisai dalam transformasi digital; *smart governance*

ABSTRACT

Abdul Muhaimin El-Yusufi, NIM: 2109971, *Smart Governance Organizational Transformation Model of Jambi City Government*. Promoter: Prof. Dr. Edi Suryadi, M.Si.; Co-Promoter: Prof. Dr. H. Syamsul Hadi Senen, M.M.; Member: Dr. Rofi Rofaida, S.P., M.Si.

Local government organizations have increasingly undertaken various initiatives, including the adoption of governance innovations, which have been realized through smart governance. This study aims to examine and analyze the influence of dynamic managerial capabilities and organizational readiness on smart governance, both directly and indirectly through their impact on organizational performance during digital transformation. The perspective of Dynamic Capabilities Theory (DCT) is employed to

explain the interconnection between dynamic managerial capabilities and organizational readiness in achieving organizational performance during digital transformation, which in turn contributes to the effectiveness of smart governance within the Jambi City Government environment. This study employs a quantitative approach, targeting 36 Regional Apparatus Organizations (OPDs) in Jambi City. Using stratified random sampling, a total of 158 structural officials from these OPDs were selected as research respondents. The collected data were analyzed using structural equation modeling (SEM) with the Partial Least Squares (PLS) method. The findings indicate that dynamic managerial capabilities are categorized as high, particularly in the dimension of seizing capability. Similarly, organizational readiness is also assessed as high, especially in terms of mindset readiness. Overall, the organizational performance in digital transformation is rated high, which aligns with the high level of smart governance effectiveness in Jambi City. Furthermore, the study reveals that dynamic managerial capabilities do not affect both organizational performance in digital transformation and smart governance. In contrast, organizational readiness influences both outcomes. Additionally, organizational performance in digital transformation influences the effectiveness of smart governance. In terms of indirect effects, organizational performance in digital transformation does not mediate the relationship between dynamic managerial capabilities and smart governance. However, it does serve as a mediator between organizational readiness and smart governance. This study offers practical insights for organizations and stakeholders, particularly for the OPDs within the Jambi City Government. The findings are expected to strengthen organizational capabilities in adapting to dynamic environmental changes and support the enhancement of public sector competitiveness in the digital age.

Keywords: *dynamic managerial capabilities; organizational readiness; organizational performance in digital transformation; smart governance*

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