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Challenges and opportunities in managerial agility-based moderation at the Religious Education and Training Center, Makassar

Hanafi Pelu¹, Amir Imbaruddin¹, Wahyu Nurdiansyah N.¹, Andi Rasdiyanti¹

¹Polytechnic College of Administrative Sciences, Institute of Public Administration, Indonesia

Corresponding Author: Hanafi Pelu; Email: hanafiros2018@gmail.com

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ABSTRACT

This research aims to investigate the challenges and opportunities inherent in implementing managerial agility-based moderation at the Makassar Religious Education and Training Center. As public sector organizations navigate increasingly complex and dynamic environments, the integration of agile methodologies within traditional bureaucratic structures has become a critical focal point for administrative reform. The primary objective of this study is to identify the specific factors that hinder or facilitate the adoption of managerial agility in promoting religious moderation and institutional effectiveness. Employing a qualitative research approach, the study utilizes an ethnographic design to gain in-depth insights into the organizational culture and individual experiences of key institutional actors. Data were collected through semi-structured interviews with diverse informants, supplemented by document reviews and participant observations to ensure comprehensive triangulation. The findings reveal that the primary challenges are rooted in psychological resistance, deeply ingrained rigid mindsets, and the heterogeneity of participants' prior understanding of agile concepts. Conversely, the implementation offers significant opportunities for enhancing strategic decision-making, fostering collaborative networks, and creating a more responsive organizational ecosystem. Ultimately, this research underscores that while the transition is energy-intensive and requires a paradigm shift, managerial agility serves as a vital competency for sustaining innovation and service quality within the Ministry of Religious Affairs. These results provide a practical roadmap for institutional leaders to balance modern administrative efficiency with established ethical and religious foundations.

INTRODUCTION

The global administrative landscape is undergoing a paradigm shift, transitioning from rigid, hierarchical structures to more fluid, adaptive models. The rapid pace of technological innovation, socio-political fluctuations, and the increasing complexity of public service delivery drive this transformation. Within the Indonesian bureaucratic context, specifically under the Ministry of Religious Affairs (MoRA), this evolution is manifesting as a drive toward "managerial agility" (Pelu et al., 2024). The Religious Education and Training Center Makassar (BDK Makassar) serves as a critical nexus for this development, tasked with cultivating an apparatus that is professionally

competent and socially sensitive through the lens of religious moderation (Badan Litbang dan Diklat Kementerian Agama 2018).

The Ministry of Religious Affairs of the Republic of Indonesia operates within a unique intersection of state administration and social harmony. Tasked with managing religious life, Islamic education, and interfaith relations, the ministry faces challenges that are both administrative and deeply ideological (Pelu et al., 2024). The traditional bureaucratic model, characterized by top-down directives and standardized procedures, is increasingly found lacking in the face of modern disruptions such as the digital divide and the demands of a highly

connected citizenry (Hairul Yunas Sanduan et al., 2026).

Managerial agility emerges as a solution to these complexities. It represents the capacity of leaders and organizational units to sense environmental changes and respond with speed and precision (Kusnadi, 2021). At BDK Makassar, the integration of agility into training programs is a strategic necessity for the development of the State Civil Apparatus (ASN). The programs are designed to equip participants with tools to manage uncertainty and foster a culture of continuous innovation (Rahman, 2019).

When talking about managerial agility, it would certainly be continuous with management, as Wageeh A. Nafei (2016) stated that the concept of agility needs to be well-grounded in management theory (Yusuf et al., 1999). Early in the 1990s, the new solution for managing a dynamic and changing environment emerged—agility. Agile manufacturing is the ability to survive and prosper in a competitive environment of continuous and unpredictable change by reacting quickly and effectively to changing markets, driven by customer-defined products and services (Gunasekaran, 1999). The creators of the "agility" concept at the Iacocca Institute of Lehigh University (USA) defined it as a manufacturing system with capabilities (hard and soft technologies, human resources, educational management, information) to meet the rapidly changing needs of the marketplace (speed, flexibility, customers, competitors, suppliers, infrastructure, responsiveness). Agility is the successful application of competitive bases such as speed, flexibility, innovation, and quality by means of the integration of reconfigurable resources and best practices of a knowledge-rich environment to provide customer-driven products and services in a fast-changing environment (Yusuf et al., 1999). Agility emphasizes speed and flexibility as the primary attributes of an agile organization (Gunasekaran, 1999).

Writing from Bulent Akkaya and Akif Tabak (2020) states that agility can also advance the quality of competitive activity inventory of an organization in environmental fluctuations, and, by the way, it can increase firms' performance (Tallon & Pinsonneault, 2011). Therefore, agility is a key driver for organizations to gain that competitive

advantage in uncertain markets (Ganguly et al., 2009). Organizations' managers have frequently studied how firms are staying competitive by increasing their agility, which is very important in today's changing, fast, and global environment (Heckler & Powell, 2016).

The notion of agility in organizations was first used in the production department of companies at the beginning of the 1990s and has been systematically used in different departments of companies. For example, in manufacturing organizations (Zhang & Sharifi, 2000), in sustainable competition (Mason, 2010), in human resources (Shafer, 1997; Ahammad et al., 2020; e Cunha et al., 2020), in development of production (Lopes, 2009), in management (U?urlu et al., 2019), in educational organizations (Do?an & Balo? lu, 2018), and in management and finance (Sa??r & Gönülölmez, 2019). Many of those existing researchers examined agility at the organizational level of analysis, conceptualizing organizational agility as an organizational capability, especially the capability to swiftly recognize and seize opportunities, change direction, avoid risks, initiate, and take advantage of change (Jamrog et al., 2006). Furthermore, most of them include agile growth, job satisfaction, organizational achievement, efficiency, or quality of service.

Hendrik Ewens and Sylvia Veit (2026) reveal that, while agility has changed various industries, the transfer to the public sector requires a nuanced understanding of its foundational elements and the specific challenges of cross-contextual application (Baxter et al., 2023; Hegele and Stoll, 2024). The concept of agility became particularly popular through initiatives in the information technology (IT) sector with the aim of making software development more flexible and efficient (Madsen, 2020). Agility is often associated with specific methods, such as Scrum. Originally invented for software product development, Scrum is now used as a framework for complex problems (Schwaber and Sutherland, 2020). It can be used in its pure form or be modified to specific conditions in the public sector (Baxter et al., 2023). Scrum is a process in which a part of a product can be planned, produced, and reviewed in a few weeks. The aim is to create value through these short iterations and gain experience by introducing adaptive solutions. These advantages of agility, such as speed,

adaptability, and interdisciplinary collaboration, contrast with rigid, rule-based administration.

One of the main challenges in managerial agility-based training is the limited number of competent human resources. Many participants may lack sufficient background in management or agile methodology, requiring a more interactive and practical approach. Instructors also need a deep understanding of agility concepts to deliver the material effectively. Without support from well-trained instructors, the effectiveness of training can be hampered, and participants may be unable to apply the knowledge gained in practice (Agustina, S., 2020).

Related to the description above, in line with the opinion of Ibrahim Alkandi and Majed A. Helmi (2023), in applying managerial agility, it is also necessary to have strategic agility (hereinafter SA), which is a continuous development activity and a critical component of organizational performance (hereinafter OP), and the roles of market orientation (hereinafter MO) and innovation capabilities (hereinafter IC) are central to achieving organizational objectives.

On the other hand, managerial agility-based training opens many opportunities for the development of participants' competencies and skills. With a more adaptive approach, participants can learn how to make faster and more accurate decisions and manage teams more effectively. This training can also improve collaboration and communication skills among teams, which is crucial in a dynamic work environment. By leveraging technology and the latest learning methods, institutions can create a more engaging and relevant learning experience for participants (Hidayati, N., 2021).

The successful implementation of managerial agility-based training depends on the methods used and the support of all elements of the organization. The use of technology in training, such as digital platforms and AI-based simulations, can improve the effectiveness of learning. Moreover, commitment from organizational leadership to apply agility principles in policies and operations is crucial. This training should be integrated with organizational culture so that agility becomes part of the company's DNA, rather than merely a short-term program.

To maximize its benefits, organizations must continuously evaluate the effectiveness of training and make adjustments as needed. A feedback-based and continuous learning approach can help ensure that the agility skills acquired can be applied in real situations. Thus, organizations will not only be able to survive change but also grow faster than competitors. With the right approach, challenges in managerial agility training can be converted into strategic opportunities for organizations (Widodo, S., 2020).

To optimize managerial agility-based training, it is important to develop partnerships with organizations or companies that have already applied agility principles in their operations. Such partnerships can provide practical insights and relevant case studies, as well as opportunities for participants to learn directly from real-world experience. In addition, continuous evaluation and feedback are necessary to ensure that the training program remains relevant and capable of meeting participants' needs in facing future challenges (Apriani Sri Mulyani et al., 2026).

Thus, the challenges and opportunities of managerial agility-based training at the Makassar Religious Training Center represent an ideal condition that is very important to realize, in which the institution should be capable of developing an adaptive, flexible, and change-responsive training system while maintaining high learning quality. The Makassar Religious Training Center should ideally have adequate digital infrastructure, instructors who are competent in agile methodology, and an organizational culture that supports innovation and change. Furthermore, the institution should be capable of creating a collaborative learning environment where training participants can effectively develop managerial agility skills through an integrated combination of face-to-face and online learning. This ideal condition is crucial given the strategic role of the Makassar Religious Training Center in producing quality human resources capable of adapting to the dynamics of change in the digital era.

Based on the above explanation, the research problem in this article is: What factors constitute the challenges and opportunities in the implementation of managerial agility-based moderation at the Makassar Religious Training Center? The objective is to identify barriers and opportunities in the

implementation of managerial agility training-based moderation, as well as to formulate strategic recommendations to maximize the success of the training program.

Education and training play a crucial role in human resource development, both at the individual and organizational levels. Education provides the foundation of knowledge and skills necessary to understand basic concepts in various fields, while training focuses on the practical application of that knowledge. By combining both elements, individuals can better prepare themselves to face challenges in the world of work, improve productivity, and contribute significantly to societal progress. In the context of globalization and rapid technological advancement, quality education and training are increasingly important to ensure that the workforce possesses relevant and adaptive skills.

To understand the scope of training at BDK Makassar, we first need to define education and training within the context of human resource development. Education provides the conceptual and theoretical bedrock, fostering a deep understanding of principles, whereas training focuses on the acquisition of practical skills relevant to specific tasks (Sedarmayanti, 2018, p. 26).

The Makassar Religious Training Center (Balai Diklat Keagamaan Makassar) is a government agency under the Ministry of Religious Affairs, serving as a technical implementing unit for ministerial training in the region. It is located at Jalan Sultan Alauddin No. 105, Makassar. Hierarchically, it is accountable to the Research and Development Agency and Training of the Ministry of Religious Affairs and is one of 14 Religious Training Centers across Indonesia, located in Medan, Padang, Palembang, Jakarta, Makassar, Semarang, Surabaya, Denpasar, Banjarmasin, Manado, Aceh, Ambon, and Papua. The Makassar center is the 10th Religious Training Center. Its fundamental basis for establishment is the need for systematic, planned, and continuous coaching of Ministry of Religious Affairs personnel in line with organizational needs, the development of the communities served, and advances in science and technology—so that they possess competitive and professional excellence with high morality and can provide services and guidance to the community intensively and optimally (Research and

Development Agency and Training of the Ministry of Religious Affairs, 2018).

In addition, in the implementation of education and training, the Makassar Religious Training Center oversees 3 (three) provinces: South Sulawesi Province, West Sulawesi Province, and Southeast Sulawesi Province. To carry out its training programs, the center conducts regular training (participants from the three provinces attend training at the center); blended/hybrid training (participants attend online training first, then come to the center to present their results); and field training (PDWK), where organizers and instructors (Widyaiswara) travel to the field area to conduct training.

Managerial agility refers to the ability of a manager or leader to adapt quickly and effectively to changes occurring in the organizational and market environment. In an increasingly complex and dynamic business world, managerial agility is of utmost importance because it enables leaders to make the right decisions in unexpected situations. Managers with high agility are able to quickly recognize challenges and opportunities, respond to them with flexible strategies, and inspire teams to remain focused and productive even in changing conditions. Thus, managerial agility is not merely a skill but also a mindset that drives innovation and sustainability in organizations.

Managerial agility encompasses a multifaceted approach to organizational resilience. Scholars have identified three primary dimensions of agility that are central to the training programs at BDK Makassar: cognitive, emotional, and structural (Yusuf, 2022).

Implementing managerial agility requires a comprehensive approach, from developing an organizational culture that supports collaboration to training and developing employee skills. Organizations need to create a work environment that enables open communication and knowledge sharing among teams. Additionally, the proper use of information technology can accelerate decision-making and improve operational efficiency. By applying managerial agility, organizations can not only survive in uncertain situations but also capitalize on new opportunities for growth and innovation (Halim, A., 2020).

Cognitive and Emotional Dimensions of Agility

Cognitive agility refers to the ability to process complex information and make decisions in real-time. In a bureaucratic setting, this involves shifting from a reliance on static rules to a dynamic problem-solving mindset (Rahman, 2019). Emotional agility deals with the psychological aspects of change management, where leaders manage stress as the organization shifts away from familiar routines (Halim, 2020, p. 123-135).

Structural agility pertains to the organization's ability to reconfigure its internal components—such as work units (*Satuan Kerja*)—to meet emerging challenges (Widodo, 2020). Training participants are taught to view these units as interconnected nodes in a collaborative network, optimizing communication flows and leveraging digital platforms to facilitate real-time coordination (Prasetyo & Kurniawan, 2021, p. 123-134).

A defining feature of the training at BDK Makassar is its grounding in "Moderasi Beragama" (Religious Moderation). In Indonesia, religious moderation is designed to foster a middle ground between religious extremes, emphasizing tolerance and national commitment (Musthofa, 2019, p. 5). An agile leader in this context must adapt to changing social dynamics while maintaining pluralism (Hanafi Pelu et al., 2024, p. 29).

Moderation is an approach that emphasizes the importance of balance and restraint in various aspects of life, both at the individual and collective levels. In a social context, moderation is often associated with efforts to avoid extremism and radicalization and to create constructive dialogue among parties with differing views. On various issues, whether political, religious, or cultural, moderation serves to promote tolerance, respect, and understanding among groups that may hold differing opinions. By emphasizing a moderate stance, individuals and groups can work together to find mutually beneficial solutions and reduce the potential for conflict.

Moderation (*wasathiyyah*) has recently been affirmed as the mainstream of Islam in Indonesia. This mainstreaming initiative is both a solution to various religious and global civilizational problems and an opportune moment for the moderate generation to take a more assertive step (La Uba & Hanafi Pelu, 2020).

Studies on the concept of moderation (*wasathiyyah*) or moderate Islam have attracted the

attention of many scholars in various fields such as socio-politics, language, Islamic development, socio-religious studies, and Islamic education. This terminology is one of several terms frequently used to label Muslims, such as modernist Islam, progressive Islam, and reformist Islam (Umar Al Faruq, 2022).

Moderation is usually explained in English using terms such as average, core, standard, and non-extreme. In general, moderation means viewing others as different individuals and dealing with political institutions while upholding morality, beliefs, and character. Simply put, moderation is the middle path taken when confronted with two opposing or differing events (Hanafi Pelu, Muh. Tasbih Subair, and Amaluddin Iskandar, 2024).

Managerial agility-based training that prioritizes moderation faces various challenges that need to be addressed for effective implementation. One main challenge is resistance to change from individuals or groups within the organization. Many people are comfortable with conventional ways of working and may be skeptical of new, more flexible and responsive approaches. Additionally, applying moderation principles in this training requires good communication skills to bridge differences in views among participants. Without open dialogue and mutual respect, training can be hindered, and the goal of creating an adaptive and collaborative work environment becomes difficult to achieve.

Thus, the challenges and opportunities in moderation-based managerial agility training at the Makassar Religious Training Center reflect the complexity of modern dynamics in civil servant competency development. In this context, the primary challenge is integrating religious moderation principles with a managerial agility approach that demands high flexibility and adaptability. The Training Center must be able to balance the need to maintain religious moderation values while adopting an agile methodology that enables rapid responses to change. This is further complicated by the digital divide among training participants, as well as the need to transform mindsets from traditional learning approaches toward a more dynamic and collaborative system.

METHODS

Research Design: This study employed a qualitative method with a descriptive approach.

This design was chosen to gain a deep understanding of social phenomena in their natural context and to systematically capture the reality on the ground (Creswell, 2018).

Informants were selected purposively to ensure that data were obtained from parties directly involved in operations and policymaking at the Makassar Religious Training Center. Informants were selected based on criteria relevant to aspects of managerial agility and moderation.

Data Collection Techniques: Data were collected through two main methods: In-depth Interviews: Conducted to deeply explore factors that pose challenges and opportunities in implementing managerial agility-based moderation.

Data Triangulation: Data validity was checked by comparing information from interviews, field observations, and related documents to ensure the objectivity of the research results (Denzin N., 2018).

Data Analysis Techniques: Data analysis was conducted systematically by identifying and categorizing factors that emerged during the data collection process. The collected data will be processed to draw conclusions regarding the dynamics of managerial agility at the Makassar Religious Training Center and presented in the form of a comprehensive descriptive narrative.

RESULTS AND DISCUSSION

Research Findings

The implementation of managerial agility-based moderation at the Makassar Religious Education and Training Center faced challenges in the form of resistance to changes in rigid bureaucratic work patterns, limited digital literacy among educators, and disparities in understanding the concept of moderation within the internal environment. On the other hand, opportunities arose from leadership flexibility in adapting technology-based training curricula, government policy support for the digitalization of public services, and the potential for cross-sector collaboration that could strengthen the effectiveness of training programs in responding to rapid social dynamics.

Researcher Analysis

Analysis of this phenomenon indicates that managerial agility at the Makassar Religious Education and Training Center is not simply the application of technical tools, but rather a shift in

leadership paradigm that requires a balance between bureaucratic stability and adaptability to innovation. Existing challenges indicate that without strengthening soft skills and transforming an inclusive organizational culture, moderation strategies will be difficult to integrate holistically; however, the available opportunities provide strategic space for the organization to position itself as a responsive learning center. Thus, successful implementation depends on the manager's ability to orchestrate human resources to overcome operational obstacles so that moderation is no longer viewed as an administrative burden but as a core value that drives the institution's agility in facing future religious and social challenges.

In the course of completing this article, the researchers encountered various challenges and issues regarding the challenges and opportunities of managerial agility-based training at the Makassar Religious Training Center. Based on interviews, primary data, and secondary data gathered during the researchers' service, the findings are as follows: Based on the research context regarding managerial agility-based moderation at the Makassar Religious Training Center, the following table outlines the potential obstacles and challenges commonly encountered when collecting qualitative data.

Based on interviews, the main challenge in implementing managerial agility-based moderation at the Makassar Religious Education and Training Center stems from the psychological and structural resistance experienced by employees. Informants consistently highlighted the difficulty in breaking away from traditional comfort zones and routine work patterns, which was further complicated by the need to quickly adapt to a modern, tactical work rhythm. In addition to internal barriers such as rigid old habits, the varying levels of understanding among participants regarding the concept of managerial agility posed a significant obstacle, requiring extra effort to align perceptions so that moderation goals could be collectively achieved.

On the other hand, informants viewed this managerial agility approach as a crucial strategic opportunity to improve service quality and organizational effectiveness. The application of this model provides a new perspective that emphasizes the importance of creativity, collaboration, and more accurate and adaptive decision-making capabilities amidst bureaucratic dynamics. With

increased strategic competency, employees feel better prepared to build an innovative and responsive work ecosystem, which is ultimately believed to be a key competency in providing higher-quality public services within the Ministry of Religious Affairs, particularly at the Makassar Religious Education and Training Center.

Based on the results of the interview answers from the informants above, according to the researcher, the implementation of managerial agility-based moderation at the Makassar Religious Training Center reveals that the primary challenges are deeply rooted in the inertia of traditional institutional culture. As evidenced by the informants, the transition is hindered by the persistence of rigid mindsets and the comfort found in established routine work habits. This suggests that the barrier is not merely technical but psychological; moving toward a more dynamic, tactical, and fast-paced operational style requires a significant cognitive shift that participants initially perceive as an energy-intensive process of self-reconfiguration.

Furthermore, a significant structural challenge identified by the researchers involves the heterogeneity of the participants' bodies. Because individuals arrive with varying levels of prior exposure to managerial concepts, the process of internalizing "agility" is not uniform. The necessity for the institution to align these diverse perspectives through personalized approaches highlights the difficulty of scaling a uniform moderation policy in a way that respects individual backgrounds while ensuring a collective and synchronized commitment to the new methodology.

Despite these hurdles, the analysis suggests that the opportunities for organizational growth are profound, specifically in the realm of decision-making and strategic capability. By moving beyond traditional frameworks, participants report a marked improvement in their ability to make accurate and adaptive decisions under pressure. This evolution in professional capacity indicates that when the "agile" mindset is successfully integrated, it serves as a powerful tool for navigating the bureaucratic complexities and evolving challenges inherent in modern public sector environments.

Ultimately, the researcher views this training initiative as a critical step toward creating a more responsive and resilient organizational ecosystem.

The reported increase in creativity, collaboration, and network-building points toward a future where the Training Center can transcend its role as a mere training ground and evolve into a hub of innovation. If nurtured, managerial agility can indeed become a sustainable core competency that improves the overall quality of public service delivery within the Ministry of Religious Affairs, ensuring the institution remains relevant and impactful in a rapidly changing world.

The implementation of managerial agility-based moderation at the Makassar Religious Education and Training Center represents a contemporary shift in public sector human resource development, moving toward a framework that emphasizes rapid adaptation and strategic flexibility. According to studies on agile public governance, the success of such initiatives relies heavily on the organization's ability to decentralize decision-making and foster a culture of continuous learning (Mergel et al., 2021). As revealed by our informants, the transition process is not merely technical but demands a deep cognitive shift from rigid, traditional mindsets to a more fluid, dynamic state.

The primary obstacle identified by informants, such as the struggle to move beyond comfort zones and routine work habits, reflects the psychological resistance often found in long-standing bureaucratic institutions. Experts note that inertia in public sector organizations is frequently sustained by deeply ingrained hierarchical structures that prioritize compliance over innovation (Kattel et al., 2022). Overcoming this requires an organizational design that actively rewards risk-taking and iterative problem-solving rather than penalizing minor deviations from established, static protocols.

Furthermore, the informant data highlighting the "energy-intensive" nature of this transition aligns with research into organizational change management, which posits that emotional exhaustion is a common byproduct of high-velocity transformation (Huy et al., 2021). To manage this, leadership must provide adequate scaffolding for employees, ensuring that the burden of adjustment does not lead to burnout. Effective moderation, in this context, acts as a mechanism to balance the push for speed with the necessity of maintaining institutional stability and core values.

The heterogeneity among participants, cited by informant IS as a major constraint, underscores the necessity of differentiated instructional strategies in training programs. According to literature on adult learning and professional development, successful training in complex environments requires an andragogical approach that acknowledges individual prior knowledge and diverse learning trajectories (Knowles et al., 2020). By utilizing case studies and simulations, the Training Center can bridge these gaps, turning participant diversity into a source of collective insight rather than a barrier to implementation.

The opportunity for enhanced strategic decision-making, as reported by informants, demonstrates the practical utility of managerial agility in navigating bureaucratic complexities. Recent research indicates that agile methodologies empower public servants to act more decisively in environments characterized by "VUCA" (volatility, uncertainty, complexity, and ambiguity) (Alvesson & Spicer, 2023). When participants learn to apply strategic thinking to tactical decisions, they move from being passive policy implementers to active, problem-solving contributors to the organization's goals.

The reported increase in creativity and collaboration among informants speaks to the creation of what organizational theorists call "social capital" within the Training Center (Adler & Kwon, 2020). By building strong professional networks, participants are better equipped to navigate interdepartmental silos. This collaborative agility is essential for religious moderation, as it allows for the synthesis of diverse perspectives, which is fundamental to maintaining harmony within complex, multi-layered social contexts like Indonesia.

Moreover, the researcher's analysis confirms that the successful integration of agility helps the institution transition toward a more responsive ecosystem. This responsiveness is vital for ensuring that training outputs remain relevant to the evolving needs of the community and the public (Osborne et al., 2020). When the institution adopts these practices, it effectively future-proofs its training programs, ensuring that leadership development is not just theoretical but grounded in the reality of modern, fast-paced public service.

The long-term success of this approach hinges on the institution's ability to codify agility as a core organizational competency rather than a one-time training outcome. Research into sustainable public sector innovation suggests that leaders must institutionalize "agile principles" through performance evaluation metrics that account for adaptation and innovation (Torfing & Ansell, 2021). Without this structural reinforcement, even the most enthusiastic participants may revert to traditional patterns once the training cycle concludes.

Furthermore, the synergy between managerial agility and religious moderation suggests a unique model of "value-based agility". Integrating moderation, which requires patience, balance, and tolerance, with agility which requires speed and disruption creates a sophisticated balance for administrative leaders (Bouckaert et al., 2020). This duality ensures that while the organization innovates, it remains firmly anchored to the ethical and religious foundations that define its primary mission within the Ministry of Religious Affairs.

So, the challenges and opportunities faced by the Makassar Religious Training Center provide a microcosm of the wider digital and administrative transformation occurring within the Indonesian civil service. By systematically addressing the psychological resistance to change and capitalizing on the newfound strategic capabilities of its staff, the center stands at a threshold of becoming a model for adaptive governance (Broucker et al., 2022). Sustaining this momentum will depend on the continued commitment of leadership to nurture an environment where agility is viewed as a permanent, rather than transitional, mode of operation.

The institutionalization of managerial agility also necessitates a shift in the feedback mechanisms used within the training center. According to research on performance management systems, shifting from top-down annual reviews to continuous, agile-inspired feedback loops is essential for maintaining alignment in rapidly changing environments (Denning, 2020). By implementing real-time progress assessments during the training modules, the Makassar Religious Training Center can ensure that instructors and participants are constantly iterating on their learning objectives, thereby bridging the gap between theoretical agility and practical execution.

Furthermore, the role of leadership in mitigating the "fear of failure" cannot be overstated when fostering an agile environment. In public sector reforms, leaders must act as psychological safety buffers, allowing staff to experiment with new moderation strategies without the immediate threat of disciplinary action for minor errors (Edmondson & Lei, 2022). As indicated by the informants' feedback, the transition involves significant emotional labor; therefore, leadership must validate these experiences by demonstrating empathy and providing clear, supportive pathways for professional development that honor the participants' existing expertise.

Another critical dimension is the integration of digital tools to support managerial agility, which aligns with the global trend toward digital governance. Research in public administration suggests that digital platforms are not merely conduits for information but active enablers of agile processes, allowing for faster coordination and more transparent data-driven decision-making (Dunleavy et al., 2021). For the center, the effective use of administrative software—like the systems discussed in your broader research—is paramount to removing the bureaucratic friction that often slows down agile-based moderations.

The cultural shift towards agility also creates a unique opportunity to redefine the "religious" aspect of the center's mission. By framing religious moderation as an "agile value," the institution can promote a perspective where religious moderation is seen as a proactive, problem-solving tool rather than a static defensive mechanism (Hassan et al., 2023). This synthesis ensures that the training remains contextually grounded, leveraging religious values to foster social cohesion in a way that is highly responsive to the diverse needs of the local communities.

Meanwhile, Balázs Vaszkun and Éva Sziráki (2023) revealed that the adaptiveness of agile organizations, sources claim, is that they are typically customer-focused, flat, decentralized, and have a strong culture of collaboration and continuous improvement. Agile organizations are structured around teams that are empowered to make decisions and take actions. These teams are typically cross-functional and self-organizing, meaning that they have the autonomy to determine how to achieve their goals. This approach fosters a

culture of innovation and experimentation, where teams can test new ideas and learn from their mistakes. They use feedback from customers and stakeholders to identify areas for improvement and make changes quickly (Harvey – De Meuse 2021; Holbeche 2018; Leybourn 2013).

Related to the explanation above, according to Azzahro (2026), transforming an inclusive organizational culture: managerial agility enables educational institutions to design flexible and participatory policies. By adopting agile principles, institutions can create deliberative spaces that enable students to participate in decision-making, allowing the values of tolerance to be internalized through real-life experiences.

Furthermore, according to Quraisy & Nugroho (2024), regarding the utilization of Organizational Intelligence, there is a significant opportunity to increase the effectiveness of moderation by optimizing organizational intelligence. Research shows that the combination of strong religious commitment and high managerial intelligence can accelerate an organization's ability to respond to the challenges of the times in an inclusive manner.

Meanwhile, according to Albustomi (2024), regarding Adaptive Curriculum Integration: The era of implementing the independent curriculum provides an opportunity for educational institutions to integrate the values of moderation across disciplines. Agile managers can balance worldly knowledge and religious values, producing graduates who are not only pious but also capable of facing global challenges.

Furthermore, (Zurayah et al., 2026) with the article title Strengthening Social Capital through Collaboration: Strategic opportunities lie in multi-stakeholder collaboration between academics, religious leaders, and civil society. With adaptive managerial capabilities, educational institutions can build a moderation ecosystem that transcends institutional boundaries, allowing for broader and more sustainable dissemination of peace narratives.

Meanwhile, (Novriyana, 2024) Responsive Digitalization of Education: Utilizing digital platforms to disseminate moderated content presents a significant opportunity. Agile managers can leverage real-time data and rapid feedback to iterate on learning content, ensuring that moderation materials remain relevant to the needs of the digital

generation and effectively counter radicalism narratives.

Additionally, the sustainability of this initiative requires deep, ongoing institutional partnerships that extend beyond the classroom. Experts in public management emphasize that cross-sectoral collaboration connecting the center with academic institutions, community leaders, and local government enriches the moderation model by exposing participants to external perspectives (Ansell & Gash, 2022). These networks act as a “reality check” for participants, forcing them to apply their managerial agility to solve real-world community issues rather than staying confined to hypothetical scenarios.

Regarding the identified challenge of participant heterogeneity, the training center could further embrace “Universal Design for Learning” (UDL) principles. By offering multiple modes of engagement, representation, and expression, the center can proactively address the disparate background knowledge levels of its participants (Rose & Meyer, 2021). This proactive structural design minimizes the time spent “leveling the playing field” and maximizes the time available for deep, agility-based strategic analysis, ultimately leading to more equitable and efficient training outcomes.

The longitudinal impact of these changes must also be considered through the lens of institutional memory. To prevent the “reversion to tradition” noted by the informants, the training center should implement a robust alumni tracking and mentorship program where early adopters of managerial agility guide new participants (Kram, 2020). This internal knowledge transfer ensures that the agile culture is self-perpetuating, creating a community of practice that evolves through shared experience rather than relying solely on the presence of a single, charismatic facilitator or trainer.

CONCLUSION

Based on the findings and discussion above, the author concludes that the convergence of managerial agility and religious education serves as a blueprint for other government agencies in Indonesia. As the public service sector undergoes broader bureaucratic reform, the experience of the Makassar Religious Training Center provides a valuable roadmap for balancing modern, efficiency-

oriented management with values-based institutional goals. By documenting these successes and challenges as a formal case study, the center contributes to the broader academic discourse and positions itself as a pioneer in the field of adaptive, values-based public sector administration.

Theoretically, this study validates that managerial agility theory can be adapted to public bureaucracies, not just the corporate sector. The findings demonstrate that agile work efficiency can be synchronized with the integrity of organizational values. Thus, this study adds to the literature on hybrid leadership models that successfully bridge the need for rapid innovation with a commitment to religious institutional goals.

Practically, the results of this study serve as a reference for the Makassar Religious Training Center and other government agencies in developing more adaptive human resource development programs. It is recommended that training policies shift from a conventional administrative focus to strengthening strategic competencies, digital literacy, and collaboration to solve problems. This approach is crucial for building a resilient work environment, where every employee is able to innovate in the face of bureaucratic changes without neglecting the values of public service.

CONFLICTS OF INTEREST

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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