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The Influence of Agile Leadership on the Clean Wather Assistance Program: Mas Lindra's Program Fluttering in Grabagan District

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ABSTRACT

Grabagan District in Tuban Regency is an area that often experiences drought due to the geographical conditions of highlands and limestone soils, so that access to clean water is a chronic problem for the community. The local government initiated the Mas Lindra Berkibar Program as an effort to provide clean water assistance for affected residents. However, the effectiveness of this program is greatly influenced by the ability of leadership in responding to rapidly changing field conditions. This study aims to analyze the influence of agile leadership on the success of clean water assistance programs in Garabagan District. The study method used was quantitative descriptive using a survey approach to 110 respondents, consisting of beneficiaries and parties involved in the implementation of the program. The research instrument used a likert scale questionnaire of 1-5 and the data were analyzed using SPSS Version 26 through validity, realism, classical assumption test, and t-test. The findings of the study indicated that agile leadership had a positive and significant impact on the success of the program. This indicates that leadership that is adaptive, collaborative, quick to make decisions, and responsive is able to improve the accuracy of water distribution, coordination effectiveness, and community participation. These findings confirm that the implementation of agile leadership is a strategic factor in strengthening the effectiveness and sustainability of clean water assistance programs in drought-prone areas such as grabagan.

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INTRODUCTION

Water is the most important basic need in daily life with major obstacles in achieving an even and sufficient distribution of clean water throughout Indonesia. Although in general statistics show that access to clean water, electricity, and sanitation is quite high in various regions, the reality is that there is a significant injustice, both in the availability and quality of these services. In addition, lack of access to clean water and poor sanitation are the main factors that cause high poverty rates and low human development indicators such as HDI in the Asia-

Pacific region, including Indonesia. The data revealed that there are still many areas that have access to clean water at a very low level (about a third of the population), while other areas have reached an access rate of between 95-100%, indicating considerable injustice. This condition also contributes to the high rate of diseases especially related to poor sanitation, such as diarrhea, which is a public health problem (Sukartini & Saleh, 2016).

This main problem is exacerbated by the fact that the forest cover in Banyuwangi has only reached 29.22% of the total area, still below the minimum limit of 30% as in Law Number 26 of 2007 concerning spatial planning. With the reduction of forest area, its ecological function as a balance of the hydrological cycle and regulator of water availability weakens (Husein et al., 2016)

Phenomena in the field show that the implementation of the program in the gravitational area, which has highland geographical conditions with limestone soils, has difficulties in providing adequate surface water and groundwater sources. So that the communities in the villages of Ngandong, Grabagan, and Ngrejeng depend on water delivery assistance from local governments and social institutions, this program faces technical and non-technical challenges, where success is not only influenced by funds, facilities and technology but also by the leadership role of implementation in the field. The implementation of agile leadership is seen as not optimal because it does not reflect flexibility, adaptability, collaboration and responsiveness. Key problems include lack of community participation in planning and maintenance, which has an impact on low sense of ownership and sustainability of facilities, slow and tiered decision-making processes resulting in response to technical problems such as pipeline or pump breakdowns that are not fast and limited communication and information transparency. The success of the program correlates with the implementation of agile leadership which includes quick decision-making, open communication, and active community involvement, which results in better effectiveness, timeliness and sustainability, therefore the success rate of the program is highly dependent on the application of agile leadership values by implementers in the field, these success indicators are to be achieved by the application of agile leadership principles that make leaders capable of move fast, adaptive and solution-oriented in the midst of limited resources and emergency conditions.

Data from Tuban Regency together with BPBD and the sub-district government, immediately provide clean water assistance to the affected communities, especially in Grabagan sub-district which is one of the most severely affected areas overall, BAZNAS and BPBD of Tuban Regency have distributed as much as 40,000 liters of clean water to several villages in Grabagan sub-district that are experiencing severe drought, irrigation services that should help such as the installation of HIPAM or the flow through the PDAM, experiencing obstacles due to weak electricity, so that for more than 10 months it did not function, the prolonged dry season caused wells and water reservoirs in the village to experience drought(Wahid Qomari, 2023). The weakness of international cooperation governance in the management of transboundary water resources is still a major challenge for many countries in the world. Although various agreements and cooperation forums have been established, most have not been able to create a robust and effective institutional mechanism (Uitto & Duda, 2022). Clean water is a basic need for life and welfare although there has been significant progress from 83% to 91.5% in a few years, the main opposition is uneven access, infrastructure that is still being built with access to clean water in Tuban Regency is enough to be able to be aggressively but still does not cover all communities and fair areas. With the dry season, where the source of spring water is depleted so

that there is not enough clean water for the people of Gramangan and this drought threatens access to clean water during the peak of the dry season, which has an impact on daily life such as (drinking, cooking, bathing and washing).

In relation to the existence of agile leadership indicators, the local government through the "Mas Lindra Berkibar" initiative is making efforts to overcome this crisis by providing clean water assistance to affected residents. But the success of this program depends not only on the availability of resources but also on how far leadership can manage changes and challenges on the ground. This is where the role of agile leadership indicators becomes very important which includes the ability to adjust water distribution strategies based on conditions in the village, responsiveness to community input through open communication, cooperation between various sectors such as the government, BPBD and the community in the implementation of programs (Fadillah Ramadhan et al., 2018). The application of these agile leadership indicators allows leaders to act quickly, appropriately and innovatively. The clean water assistance program is one of the important efforts to improve the quality of life of people in areas that experience difficulties in accessing clean water, such as in Grabagan, Tuban Regency. Agile Leadership, which emphasizes flexibility, collaboration, and quick response to change, is believed to increase the effectiveness of program implementation. However, not many researchers have specifically examined how Agile Leadership affects the success of clean water assistance programs in local contexts such as garabagan.

Previous research has shown that leadership and work motivation have a positive and significant impact on employee performance, either partially or simultaneously. Leadership has a greater direct influence than work motivation. This means that the better the leadership and the higher the work motivation, so that the performance of PDAM employees in Padang city is also increasing (Oposma, 2024). Agile leadership transformation, motivation and work discipline simultaneously have a significant impact on employee performance at the Yogyakarta urban wastewater and drinking water infrastructure management center, with an influence contribution of 44.9% while the remaining 55.1% is determined by other factors (Ramadhandhy & Maryati, 2023). Development that demands quality clean water and sustainability, and explains the challenges faced, such as low access to clean water and sanitation in Indonesia. In addition, the success of this program is highly dependent on effective management, community participation and government policy support (Abdul kholiq, 2020). The success of clean water programs and management is greatly influenced by management's decision-making ability, resource management efficiency, community-based program development, and continuous evaluation. In addition, collaboration between the government, non-governmental institutions, and the community is the main key in increasing the effectiveness of the program (Bambang ribut, 2024). Based on this research, it shows that agile leadership has a significant effect on the success of clean water assistance programs, especially in decision-making and active community involvement, this approach becomes more effective and responsive to challenges such as infrastructure barriers and agile leadership models are implemented through operational steps such as development and management of water resources, community involvement and collaboration with the government and other party. This approach is able to increase the effectiveness, sustainability and participation of the community while demonstrating that agile leadership is not only valid in profit organizations but also in public policy studies.

The theory used by the researcher is (Wardani et al., 2023) the Agile Leadership theory where Agility is a way of working that helps people react quickly and effectively when circumstances change unexpectedly. It's about being flexible and fast, some people have tried to explain what agile leadership (Joiner joseph 2007 & kare em, 2020) indicators in this study include [1]anticipate change; this participation provides ideas, takes action, supports new policies or collaborates with other stakeholders [2]lead with clarity; provide direction, goals and firm communication [3]collaborative decision-making; the process of determining a decision by involving various parties [4]continuous learning; Knowledge efforts to improve the development of the times. So this research aims to create a simple and reliable way to measure leadership and organization and the concept of program success is a factor that affects the ability of a program to achieve predetermined goals in an effective, efficient and sustainable way. The success of this program is assessed based on how well the implementation of activities is in accordance with the plan, the results achieved or (output), the impact felt (outcome) and the level of satisfaction, the success of the program is measured based on the indicator [1]timeliness; the level of conformity of the program implementation schedule with the plan [2]Output achievement; the extent of the program's planned targets [3]stakeholder satisfaction; the level of satisfaction of the parties involved [4]the sustainability of the program's impact; the program's ability to deliver long-term benefits.

The novelty in the realm of public administration and regional leadership by improving the concept of Agile Leadership in the face of the success of basic community service programs, especially the provision of clean water through the MAS Lindra program, is fluttering the application of the agile leadership concept in the local government sector Most of the previous studies on agile leadership focused on the world of business and industry so that this study avoids new perspectives in the context of public services and case studies unique in the local policy-based clean water assistance program, this study highlights the "Mas Lindra Berkibar" program which is a regional initiative to overcome the clean water crisis that has never been studied academically (Dora Kurniadewi et al., 2023) before, the non-governmental group (KSM) Warih tomo was formed to help with the problem of lack of clean water, they took their own initiative to find solutions, the community dared to move and cooperate to build clean water facilities. The agile model is not only conceptual, but also operationalized through concrete steps such as development, water resource management and involves distribution and various aspects of society and government. Theoretical contributions in the public administration literature of this study broaden the understanding that agile leadership can be applied not only in profit organizations, but also in public policy programs involving many stakeholders of water management in rural areas, i.e (Sugiatmono, 2024)deducing data on a regular basis, planning water infrastructure, distributing water evenly and evaluating programs periodically, this approach is different from the old methods of assessing and Manage the program continuously.

The research entitled "The Influence of Agile Leadership on the Success of the Clean Air Bntuan Program in Grabagan District" uses a quantitative method to empirically measure the relationship between independent variables (agile leadership) and dependents (program success). Data was collected through surveys or questionnaires that were distributed to relevant respondents, such as program leaders and communities in the Grabagan sub-district, with a standard measurement scale such as a likert to obtain numerical data. The analysis was carried out using descriptive and inferential statistical techniques, such as linear regression or correlation test, and to test the hypothesis of such influence by determining the level of skepticism. This

method yields objective, in-depth results and provides accurate generation of the effectiveness of agile leadership in increasing the success of clean water assistance programs.

According to the explanation, the problem of this study can be formulated in the question: "To what extent is there a significant influence or relationship between angile leadership and the success of the clean water assistance program mas lindra flutters in grabagan sub-district?. This study aims to describe the application of Agile Leadership in the implementation of the clean water assistance program "Mas Lindra Berkibar" and analyze the influence of agile leadership on the success of the program. To know and test the influence of agile leadership on the success of clean water assistance programs in Grabagan District, Tuban Regency in a sustainable manner in the midst of an era of rapid change. It is hoped that this article can provide insight and guidance for organizations that strive to strengthen the existence of clean water assistance programs and provide a significant positive influence for citizens. (Society & Sugiatmono, 2024)

METHODS

The study was carried out using a descriptive quantitative research method. According to (Sugiyono, 2013) , quantitative research is a research method based on the philosophy of positivism, used in conducting research on a population or sample, with data collection techniques using research instruments, and data analysis has quantitative or statistical properties that have the purpose of testing hypotheses that have been applied. In the context of this study, a quantitative approach was used to identify the impact of agile leadership on the success of the clean water assistance program (Mas Lindra Berkibar) in Grabagan sub-district. This research is used or designed using a survey with a closed questionnaire format based on a likert scale of 1-5 as a data collection instrument (Sugiyono, 2013). The focus of this research is directed to measure the relationship between variables in a structured and systematic manner, in accordance with the characteristics of quantitative methods that determine the measurement of objects (John W. Creswell, 2018).

The population of this study is the people who are beneficiaries of the "Mas Lindra Berkibar" program, the Grabagan sub-district which includes 1 village that is experiencing the worst impact of the clean water crisis, the population is defined as a group of individuals who live and work in the area of the Karabagan sub-district, in the study carried out, the sampling technique, which is sampling where all members of the population who meet the research criteria are sampled with no exceptions. The population of this researcher is those who have the clean water beneficiary program "Mas Lindra Berkibar" in Grabagan District with a total of 2,220 people. In order to determine the number of samples, the Slovin formula is used, namely

$$n = \frac{N}{1 + N(e)^2}$$

Information;

- n : number of samples sought
- N : total population
- e : Nilai margin of eror

The sample determination technique is carried out through accidental sampling, which is the determination of respondents who according to anyone who has received the clean water assistance of the fluttering mas lindra and are willing to fill out a questionnaire. The number of samples was set at 110 respondents who were considered to meet the minimum size in quantitative research.

The sampling technique used is proportional random sampling which is composed of individuals who obtain programs and sub-district governments who understand agile leadership.

The research instrument used in the study was a questionnaire that had been made using a likert scale of 1 to 5, where the number 1 indicated the lowest level of non-conformity and the number 5 indicated the highest level of conformity to the statement, namely agile leadership, program recipients and program success in the Gragraban sub-district, with each variable represented by several indicators compiled based on relevant theories. Each question item in the questionnaire is designed to be able to capture the level of respondents' perception objectively of the recipients of the principles that obtained the program and the sub-district government that understands agile leadership. Data analysis was carried out through several stages, namely validity test using Pearson product moment correlation, reality test using Cronbach Alpha, gap analysis to calculate between perceptions and expectations and descriptive analysis through tables, graphs and narrative descriptions. The primary data from the results of filling out this questionnaire will be obtained and analyzed by the (Joiner joseph 2007 & kareem, 2020)*Statistical Package For the Social Sciences (SPSS) software*, so that the results of the analysis are able to provide a quantitative picture of the relationship between variables in this study(Ghozali, 2021)

RESULTS AND DISCUSSION

This research was carried out in Grabagan District, Tuban Regency, East Java Province, which is one of the areas with highland geographical characteristics and limestone soil structure. This condition makes this area quite vulnerable to drought, especially in the dry season, so it often faces limited access to clean water sources. In response to these problems, the Tuban Regency Government implemented the Mas Lindra Berkibar (Clean, Creative and Empowered) Program as an effort to ensure the availability of clean water for residents in drought-affected areas, including in Grabagan District

Grabagan District was chosen as the research location because it is a priority area for the implementation of the clean water assistance program and is a real representation of the challenges of providing water resources in areas with difficult geographical conditions. In addition, the implementation of programs in this region involves various elements of leadership, coordination of inter-sectors, and active community participation. Therefore, this study is relevant to examine the influence of agile leadership on the success of clean water assistance programs, by looking at the extent to which adaptive, collaborative, and responsive leadership is able to increase the effectiveness and sustainability of programs in the field.

Table 1. Validity Test

NO	variabel	R-count	R Table	information
1.	X1	0,653406	0,1576	Valid
2.	X2	0,256345	0,1576	Valid
3.	X3	0,389399	0,1576	Valid
4.	X4	0,153127	0,1576	Valid
5.	X5	0,27294	0,1576	Valid
6.	X6	0,260191	0,1576	Valid
7.	Y1	0,705833	0,1576	Valid
8.	Y2	0,785364	0,1576	Valid
9.	Y3	0,676768	0,1576	Valid

10.	Y4	0,72672	0,1576	Valid
11	Y6	0,72672	0,1576	Valid
12	Y7	0,669759	0,1576	Valid

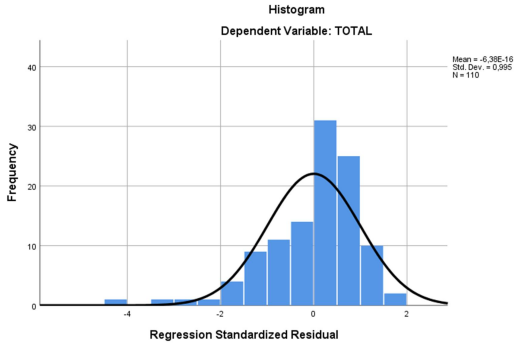
Based on the validity test table, the results displayed on the table of all question items on variables X1 to X6, as well as Y1 to Y7 are said to be valid. This is indicated by the *r-value of* each item that is greater than the r-value *of the table* of 0.1576. This means that each question item has adequate ability to measure variables. So it is suitable for use as a research instrument. Thus, all indicators can be considered for the next analysis process.

Table 2 . Reliability Test

Variabel	***Cronbach Alpha***	***Cut Of Value***	**Information**
Agile Leadership (X)	0,897	0,15	Reliabel
Program Success (Y)	0,925	0,15	Reliabel

Source 1 : SPSS26 (2025)

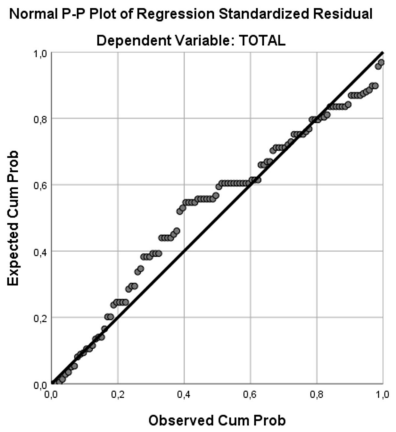
Based on table 1 of the reliability test, the results of data processing indicate that if all variables in the study have *a Cronbach's Alpha* value greater than the cut off value of 0.15, then it can be concluded that all variables are declared reliable. The Agile Leadership (X) variable has a Cronbach's alpha value of 0.897, while the program success variable (Y) has a Cronbach's alpha value of 0.925. This value indicates that each instrument has a very good level of internal consistency, because it is well above the minimum limit of reliability. It can be concluded if all the questions on the questionnaire are able to measure the constructs of the variables consistently and stably.



Source 1 : SPSS26 (2025)

Figure 1. Histogram Normality Test

According to Figure 1, the results of the normality test using histograms indicate that the residual data is distributed normally. This can be seen from the histogram pattern that forms a bell-shaped curve that is symmetrical with a peak around the center value of zero and a balanced distribution of data to the left and right. The mean value of -6.38E-16 which is very close to zero and the standard deviation of 0.956 also support the assumption that the residual spreads normally. With this, it can be concluded that if the data in the study that was carried out met the assumption of normality, then the regression analysis can be validly continued, and the results of the capital estimate can be interpreted more accurately.



. SPSS26 (2025)

Figure 2. Plot Normality Test

According to Figure 2 above, the results of the normality test using the Normal P-P Plot of Regression Standardized Residual indicate that the residual points are scattered along a diagonal line consistently. The pattern of point distribution near the diagonal line indicates that the distribution of residual data is normal and there can be no deviation that is defined from the line. This indicates that the assumption of normality in the regression capital has been met. Thus, it can be concluded that the regression model used in the study is feasible to be forwarded to the inferential analysis stage, because the data meet the basic normality requirements required to produce valid and accurate model estimates.

Table 3. Multicollinearity Test

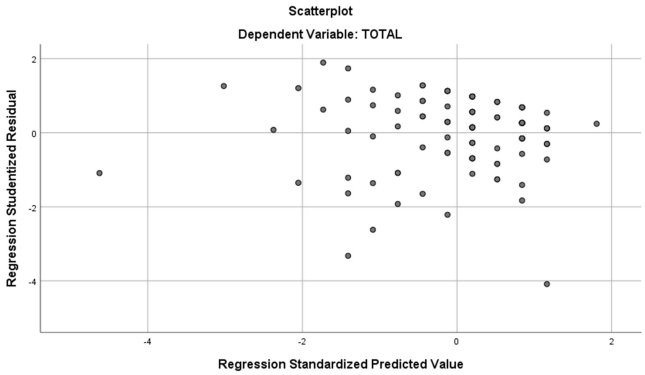
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	18,792	1,821		10,322	,000		
	TOTAL	,355	,074	,418	4,786	,000	1,000	1,000

a. Dependent Variable: TOTAL

Source 1 : SPSS26 (2025)

Based on the results of the multicollinearity test presented in Figure 2, it is known that the tolerance value for the agile leadership variable is 1,000 and for the program success variable is 1,000. Meanwhile, the value of the variance inflation factor (VIP) of each variable is 1,000. A tolerance value greater than 0.10 and a VIF value of less than 10 indicate that there is no problem of multicollinearity among the variables independent of the regression capital used. Therefore, the independent variables in the study carried out, namely agile leadership and program success, do not have a high correlation relationship with each other which can interfere with the validity of the regression analysis results. The condition reinforces that each vriabel can stand alone in explaining the variation to the dependent variable, namely the success of the program. These results confirm that the regression model used in this study has met one of the important classical assumptions, namely freedom from multicollinearity. Thus, the regression coefficient estimation can be considered valid, realistic, and accurate in describing the relationship between agile leadership and program success in Grabagan Tuban sub-district.



Source 1 : SPSS26 (2025)

Figure 3. Scatterolot Heteroscedasticity Test

According to Figure 3, the results of the Scatterolot Heteroscedasticity test show that the residual points are scattered randomly around the horizontal line at zero value and do not form an orderly or systematic pattern. The random distribution pattern shows that the variance of the residual has a constant property in each predictive value. Thus, it can be concluded that there are no symptoms of Scatterolot Heteroscedasticity in the regression modality used. This situation indicates that the research model has fulfilled one of the important classical assumptions, namely heteroscedasticity, which means that the error spread (term error) is the same at all levels of independent variables. These results reinforce that the regression capital in this study regarding the influence of agile leadership on the success of the clean water assistance program study on the Mas Lindra Berfluar program in Grabagan District, Tuban Regency deserves further analysis.

Table 4. Partial T-Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	18,792	1,821		10,322	,000
	TOTAL	,355	,074	,418	4,786	,000

a. Dependent Variable: TOTAL

Based on Figure 4, the results of the partial t-test show that each independent variable has a different influence on the dependent variable of program success

1. The agile leadership variable has a t-value of 4.786 with a significance of 0.000. Because the significant value is less than 0.05, it can be concluded that agile leadership has a positive and significant effect on the success of the program. The higher the application of agile leadership principles in the success of the program.
2. The program success variable has a calculated t-value of t-value of 1.862 with a significance of 0.074. A significant value greater than 0.05 indicates that the success of the program has a positive but not significant impact on the success of the program. This means that while this may make a positive contribution to the increased success of the program, the influence is significant enough to be significant.

1. Discussion: The Influence of Agile Leadership on Clean Water Assistance in Grabagan District

The development of social environmental dynamics, climate change, and increasing drought risk demand a more adaptive leadership approach in the delivery of basic services, including the provision of clean water in Grabagan District. In this context, the need for a leadership pattern that is responsive, fast and able to adapt to field conditions is becoming increasingly important. Agile leadership emerged as a relevant leadership approach to dealing with these challenges. In contrast to traditional leadership patterns that are bureaucratic and tiered, agile leadership emphasizes flexibility, multi-stakeholder collaboration, the ability to make quick decisions, and the empowerment of teams and communities. This agile leadership characteristic is the key to increasing the effectiveness of clean water assistance programs, especially in areas with difficult geographical conditions such as Grabagan District which often experiences drought. The application of agile leadership principles in the Mas Lindra Berkibar program allows field leaders to respond quickly to problems, adjust water distribution strategies based on village conditions, and build effective coordination between the government, volunteers, and the community. With an adaptive and collaborative leadership approach, the program can run more efficiently, on time and be able to produce a sustainable impact on society.

The success of clean water assistance programs is highly dependent on the ability of leaders to respond to changes in field conditions, adapt to various technical obstacles, and build effective collaboration between village officials, volunteers, BPBD, and the community. Agile leadership provides a leadership framework that allows the implementation of the program framework to move faster and more responsively in dealing with drought emergencies and changing needs in Grabagan District. With the implementation of agile leadership, the decision-making process in water distribution can be carried out without long bureaucratic obstacles, so that the handling of problems such as pipeline damage, distribution fleet delays, or changes in water need points can be solved more efficiently. In addition, agile leadership encourages a work culture that is open to citizen input, eliminating the fear of improvisation in the field. Such an adaptive culture is particularly relevant for eilayah grabagan who face difficult geographical conditions and unstable water changes.

Agile leaders in clean water assistance programs do not just provide instructions, but act as facilitators who create collaborative spaces between the sub-district government and village apparatus. When agile leadership is applied consistently in the Mas Lindra Berkibar program, the impact can be seen in increasing the timeliness of water distribution, the effectiveness of coordination between stakeholders, improving the quality of services to the community, and the growth of the satisfaction of the beneficiaries. All of these elements collectively contribute to the increasing success of the clean water assistance program in Grabagan District.

The implementation of agile leadership in the implementation of the Mas Lindra Berkibar program in Grabagan sub-district also faces its own challenges. Not all village officials, field coordinators, and implementation teams are ready to adapt to changes in leadership patterns that are more responsive, collaborative, and based on the needs of residents. Some apparatus are still accustomed to hierarchical administrative work patterns, causing resistance to approaches that require decision-making speed, flexibility, and two-way communication. Changing work culture towards a more agile pattern requires long-term commitment, both from local governments, clean water supply technical teams, and beneficiary communities. Therefore, the success of the Fluttering Mas Lindra program is not only determined by the availability of the right resources or policies, but also depends on the consistency of applying agile leadership principles at all levels from the managerial level to the implementation of the field.

In the study carried out, the findings of the partial t-test indicated that *agile leadership* had a positive and significant influence on the success of the clean water assistance program in the Garabagan district. This means that the higher the level of implementation of agile principles in program leadership, the greater the opportunity for the program to achieve effective, targeted, and sustainable results. These findings confirm that the success of public service programs, especially clean water distribution in drought-prone areas, is not only determined by the size of

the budget or the availability of logistics, but rather by the ability of leaders and implementation teams to respond to changes in field conditions in a precise manner. Agile leadership that emphasizes cross-agency collaboration, innovation in handling water problems, and adaptability to the dynamics of community needs makes the program run more efficiently.

The findings of the study are in line with a number of previous study findings that highlight the importance of agile leadership for clean water assistance programs, especially the Mas Lindra Berkibar program.(Putri et al., 2021) In his research, it was revealed that the implementation of Agile in the Pikobar application shows that the agile principle is able to make government governance more responsive, adaptive, and responsive to dynamic environmental changes. Other researchers (Adinda P, 2024) by clean water services often face technical and communication problems research regarding PDAMs shows that common challenges include customer complaints, limited infrastructure, and lack of optimal information transparency. A study by (Arizqi & Kusumawati, 2023)Indonesia found that clean water that still applies agile leadership shows business and strategic decision-making in dynamic economic times, including aspects related to Indonesia indirectly through comparative studies and nationally applicable theories.

The linkage between the findings of the study conducted and the previous study indicates that the application of agile leadership is not only relevant in the context of technology companies, but also very important in the management of public service programs, including the Mas Lindra Berkibar clean water assistance program in Grabagan District. Agile leadership in the context of social services has been proven to be able to increase program effectiveness because this leadership pattern emphasizes rapid adaptation, cross-stakeholder collaboration, and responsive decision-making to field conditions. Practically, the success of the clean water assistance program in Grabagan District is highly dependent on the ability of leaders and implementation teams to adapt strategies to the dynamics of drought problems, geographical conditions, and changing community needs. The Mas Lindra Berkibar program can be more optimal if agile leadership principles are applied consistently, such as empowering local teams, cross-agency coordination, and continuous evaluation to ensure that clean water distribution is on target.

By understanding the importance of agile leadership in the management of public programs, the Tuban district government and related stakeholders can strengthen the sustainability of the program through increasing team capacity, cutting bureaucracy that hinders rapid response, and creating a collaborative work ecosystem. Adaptive, innovative, and responsive leadership is key to ensuring that clean water assistance programs are not only a temporary solution, but also able to have a long-term impact on drought-affected communities in Grabagan. Therefore, strengthening agile leadership must be a strategic priority in every stage of the implementation of the Mas Lindra Berkibar program so that this program remains relevant, effective and able to answer the challenges of environmental change that continue to occur.

2. Discussion: The Effect of Program Success on Clean Water Assistance in Grabagan District

Paradigm shifts in modern governance require every public service program to move faster, more responsively, and more innovatively in responding to the needs of the community. In the context of drought mitigation, clean water assistance programs such as Mas Lindra Berkibar in Grabagan District require a leadership approach that is not only administrative, but also adaptive and initiative. Geographical challenges, seasonal uncertainties, and increasing need for clean water require program implementers to continue to make real-time strategy adjustments in the field. Just as digital innovation is the main driver of competitiveness in technology companies, in public service programs, innovation is needed in work methods, coordination, and service delivery. Agile leadership is present as an approach that allows local governments to work more agilely, accelerate the decision-making process and increase the effectiveness of clean water distribution to affected communities. Agile principles such as iterative planning, collaborative teamwork, and continuous improvement can be applied in the process of determining water distribution routes, monitoring resource use, and evaluating program success. By integrating agile

leadership principles in each phase of the program, the Mas Lindra Berkibar program can improve the quality of response, the accuracy of clean water assistance targets, and build public trust in local governments as adaptive and innovative service providers.

The success of the Mas Lindra Berkibar clean water assistance program in Grabagan District is not only measured by the amount of assistance distributed, but also by the speed of response to drought conditions, the resilience of the team in dealing with dynamics, the effectiveness of cross-party coordination, and the relevance of services to the changing needs of the community. Just as technology companies need digital innovation to maintain performance, clean water assistance programs also need innovation in work methods, distribution strategies, and decision-making mechanisms. Agile leadership allows the implementation team to accelerate the aid distribution process, adjust distribution plans based on field conditions data quickly, and ensure that every action taken truly responds to the needs of the residents appropriately. However, the success of this approach depends not only on technical instruction, but also demands a change in work culture, increased collaboration, and the ability of all elements of the program to adapt quickly to obstacles and changing situations. Without consistent agile leadership, programs are at risk of delays, mistargets, or decreased effectiveness due to resistance to change and weak internal coordination. Thus, agile leadership is a key factor in ensuring that the Mas Lindra Berkibar program can run optimally, responsively, and sustainably in overcoming clean water problems in Grabagan District.

Based on the results of the study carried out, it was found that the application of agile leadership has a significant influence on the success of the Mas Lindra Berkibar clean water assistance program in Grabagan District, but the direction of influence that emerges is negative. These findings show that although agile leadership is expected to improve the effectiveness of aid distribution and response to drought conditions, in practice there are serious challenges in implementation that actually reduce program performance. Some factors that can explain this phenomenon include the unpreparedness of the implementation team in adapting to a more flexible work pattern, lack of coordination across village apparatus and related agencies, and limited human resource capacity in implementing agile principles that are not integrated with the real needs of the community can lead to distribution policies that are not on target or changes in strategies that are not well managed. These findings are a relief that the success of agile leadership is not only determined by the concept of adaptive leadership, but also by the organization's ability to manage change, build a collaborative work culture, and adapt work methods to the real conditions faced by drought-affected communities.

The success of implementing agile leadership in the Mas Lindra Berkibar clean water assistance program is largely determined by the internal readiness of the organization and the implementation team. If local governments and program implementations do not build effective coordination mechanisms, do not provide training related to the application of agile principles, and do not develop a work culture that is adaptive and open to change, then the implementation of agile leadership can actually cause internal resistance that hinders the success of the program. In the context of Grabagan, it is often found that clean water assistance programs are carried out without adequate adaptive planning or an in-depth analysis of community needs. As a result, instead of speeding up and simplifying the distribution of clean water, a less structured approach can add complexity in the field, increase coordination burden, and increase the inefficient use of resources. This shows that agile leadership will only have a positive impact if it is supported by a collaborative, responsive work structure and able to adjust strategies appropriately to the dynamics of community needs.

Organizational culture factors greatly determine the success of the implementation of agile leadership in the MAS Lindra Baerkibar program. If the work culture is still rigid, hierarchical, and not open to change, then agile principles such as adaptation, collaboration and innovation are difficult to implement. Without a culture that supports initiative and learning, the water distribution process can be hampered and less effective. Therefore, a culture that is collaborative,

flexible and supports sustainable improvement will make agile leadership have a positive impact on the smooth and precise program in helping communities affected by drought to be cultivated.

The results of this study are in line with several previous studies that show that the success of the clean water assistance program, especially the Mas Lindra Berkibar program. According to research conducted by (Barusman et al., 2024)Safe Research on Access to Clean Water and Sanitation, as well as its Impact on Public Health and the Environment, providing a discussion on the importance of proper sanitation facilities shows that improving clean water and sanitation infrastructure is a key factor in improving health. Research by (Nurul Aziza, 2020) factors that affect well water quality, such as distance from pollutant sources, which are relevant to clean water quality problems in villages with the risk of banter pollution. The study by (Ludovikus Bomans Wadu, 2020) reinforces these findings, by showing that community participation in the drinking water supply and sanitasu program is based on musyarakat (pamsimas). The main focus is on how communities are involved in natural resource management and cooperation with the government to meet clean water needs in a sustainable manner.

This finding is an important improvement that the implementation of agile leadership in the Mas Lindra Berkibar program cannot be seen as just a new work method, but must be part of a strategic transformation in the management of public services. In order for agile leadership to truly increase the effectiveness of water aid distribution, it is necessary to have the readiness of the organizational structure, a supportive work culture, and the capacity of human resources who are able to adapt to more flexible work patterns. Change management is key so that every agile principle can be properly integrated into the mechanism, and accepted by all program implementers. Without a comprehensive approach, the implementation of agile leadership risks creating instability in field coordination and weakening the effectiveness of programs in overcoming problems in the Grabagan sub-district.

The Mas Lindra Berkibar program has a great opportunity to increase the effectiveness of clean water assistance distribution through the implementation of agile leadership. However, these opportunities can only be maximized if agile leadership is implemented in a planned, measurable, and supported by strong internal capacity. Training for the implementation team, the establishment of a more agile coordination mechanism, the simplification of workflows, and the creation of an adaptive work culture are important steps so that agile pinisp really has a positive impact. Without this support, agile leadership will only become a concept without a significant influence on the success of programs that help drought-affected communities in Garabagan District.

Therefore, in responding to the results of this research, the implementers of the Mas Lindra Berkibar program need to build an integrative and sustainable implementation of agile leadership. Agile should not be understood simply as a fast-work approach, but as part of a comprehensive effort to improve the effectiveness of public services, strengthen cross-stakeholder coordination, and create efficiencies in the clean water industry. The successful implementation of agile leadership must be aligned with the main goals of the program, supported by an organizational culture that is open to change, and led by management who is able to drive transformation systematically in the field. With this kind of emphasis, the Mas Lindra Berkibar program can ensure that the principle of agile is the main motor in improving program performance and the success of handling in Grabagan sub-district

CONCLUSION

Based on the results of this study, it aims to analyze the influence of agile leadership on the success of the clean water assistance program "Mas Lindra Berkibar" in Grabangan sub-district. Based on data analysis and discussion, it can be concluded that agile leadership has a strong and significant influence on the level of effectiveness, goal achievement, and sustainability of the clean water assistance program. This study shows that the application of agile leadership principles includes adaptability, inclusive collaboration, quick response to community needs, and increased satisfaction of the beneficiary community. Agile leadership makes the implementation

team able to deal with challenging geographical conditions, social dynamics, and changing community needs with a more adaptive and humanist approach.

Based on this study, it is also revealed that internal conflicts such as coordination between implementers and technical limitations can hinder the effectiveness of the program, but the existence of agile leadership has been proven to help reduce these obstacles through open communication, sustainability evaluation and rapid decision-making. With this, the research confirms that the success of clean water assistance programs in rural areas is not only determined by physical infrastructure, but also by the quality of leadership in an adaptive and strategic manner. The author expresses his deepest gratitude to the Tuban Regency Government, Garbagan District, village officials, the "Mas Lindra Berkibar" program implementation team and the beneficiary community who have provided administrative, technical support and very valuable information during the research process.

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