

Research Article

Influence of Lean and Agile Management, Digital Transformation, and Transformational Leadership Toward Performance of Sumedang Government Apparatus

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Abstract.

This investigation was prompted by the conditions of the COVID-19 pandemic, which created rapid changes in the bureaucratic environment. This initial study is intended to explain how the Indonesian bureaucracy responds to changes due to the pandemic. A literature study is used to aggregate some of the findings of the latest research in Indonesia and official and accountable reports on bureaucratic governance. General results showed that the bureaucracy in Indonesia is still very stuttering in carrying out its functions. Bureaucratic formalism, as an effect of the Weberian bureaucracy, finds its contradiction when the public needs fast and fair service. Still, the response required by the public does not accompany it. Further studies must be initiated to formulate an agile and public-centered bureaucratic model in the post-pandemic era.

Keywords: bureaucracy, COVID-19, pandemic

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Published 6 March 2023

Publishing services provided by
Knowledge E

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Selection and Peer-review under the responsibility of the IAPA 2022 Conference Committee.

1. Introduction

The quality of the State Civil Apparatus (ASN) is one of the factors to improve the performance of government organizations. As an ASN, it must be able to serve the interests of the community and facilitate all community affairs. However, this has not been so apparently done in government organizations or bureaucracies, it can be seen that the performance management that occurs is friendship management which often violates rules, agreements and commitments so that what is planned is a failure planning [1].

This phenomenon is contrary to what is stated in Law Number 43 of 1999 that "to realize the implementation of government and development tasks, a professional, responsible, honest and fair State Civil Apparatus is needed." [2].

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The performance of government organizations/agencies has not yet taken place at the Sumedang Regency government office. The results of the evaluation of the Government Diamond Performance Report (LAKIP) show that the level of effectiveness and efficiency of budget use still needs a lot of improvement if it is related to the achievement of quality performance of cultural development bureaucratic performance and government administration that orientates on results. As for LAKIP for the Year 2020 as follows:

TABLE 1: 2020 LAKIP Assessment of Sumedang District.

No.	Assessed Components	Weight	Value	
			2019	2020
1	Planning	35	14,04	16,68
2	Performance Measurement	20	7,06	9,56
3	Performance Reporting	15	9,65	9,66
4	Internal Evaluation	10	4,19	4,19
5	Performance Achievements	20	11,57	8,41
6	Evaluation Result Value	100	46,52	48,50
	Work Accountability Level		C	C

Source: *Audit Results of the Sumedang District Inspectorate in 2021.*

Based on the table above, such a value is an accumulated assessment of all components of performance management evaluated. From the results of the evaluation, several problems were found, namely (1) strategic planning has not been equipped with indicators of success and success; (2) the performance of the target has not met the criteria of good indicators, and the performance targets have not been well established and describe a certain level that should be achieved; (3) the performance report has not been published; (4) internal evaluation of the monitoring of the action plan has not been followed up in the form of measures; and (5) performance achievements in 2020 have decreased from 2019. Based on these problems, it can prove that the performance of the semedang patent has not been achieved. As stated in Law Number 5 of 2014 concerning the State Civil Apparatus, it is illustrated that ASN is the implementation and responsibility for public servants given to the community. To improve the performance of ASN in the Sumedang district office in providing excellent service to the community, lean and agile management and digital transformation are needed. In addition to the improvement of lean and agile management and digital transformation, and transformational leadership can also affect the performance of ASNs in Sumedang districts.

To achieve an effective and efficient level of service requires good organizational management [3]. For this reason, good organizational management is needed, one of

which is lean and agile management. Lean management is a concept to do more with less manpower, less equipment, less time, less space, to meet what consumers want aimed at improving the quality, safety, and efficiency of a service process. Agile is a project management process that divides a project into smaller tasks and stages. This separation of work allows agile teams to include stakeholder input, reevaluate the work, and take an iterative approach at every stage of the process.

Several studies related to digital transformation variables, namely Octavenus [4], Grezgin [5] found that digital transformation has a positive and significant effect on university performance, this result is in line with research conducted by Benavides [6] states that digital transformation has a direct positive and significant effect on university performance, this result is in line with research conducted by Benavides [6] states that digital transformation has a direct positive and significant effect on university performance. Inerja, another study stated the same results, namely by Purwanto [7] found that digital transformation has a positive effect and a significant effect directly on performance.

According to Aldulaimi [8] and Nasuhad [9], leadership is an important characteristic necessary to manage and lead an organization both through individuals and teams to achieve the vision, mission, and goals that have been set. Leadership is the capacity of a company's management to set and achieve challenging goals, take quick and decisive action when needed, outperform the competition, and inspire others to perform at the highest level they can. The leadership style is divided into three, namely transactional, transformational, and servant leadership styles. Transformational leadership is a leadership style in which leaders encourage, inspire, and motivate employees to innovate and create change that will help grow and shape the company's future success. This is achieved by setting an example at the executive level through a strong sense of corporate culture, employee ownership, and independence in the workplace.

Theoretical framework

1.1. Employee Performance

Windaryadi [10] states that, "Factors affecting employees consist of motivation, ability, knowledge, expertise, education, experience, training, interests, personality attitudes, physical condition and physiological needs, social needs, and egoistic needs". Performance is influenced by ability and motivation factors. This is in accordance with the opinion Efawati [11] which states that, The factors that affect performance are: Human performance = Ability + Motivation; Motivation = Attitude + Situation; Ability = Knowledge

+ Skill The psychological ability factor consists of ability psychologically consisting of a potential ability called IQ (Intelligent Quotient) and reality ability (Knowledge + Skill), meaning that an employee with a high IQ and adequate education for his position and skilled in doing daily work, then he will more easily achieve the expected performance. The motivational factor is formed from the attitude of an employee in facing a work situation. Mental attitude itself is a condition that is a mental state that encourages employees to try to achieve maximum work achievements. The mental attitude of an employee must be a mental attitude that is psychosively prepared (mentally prepared, as well as physically, goals and situations), meaning that an employee must be mentally prepared, as well as physically, understand the main goals and work targets to be achieved, also be able to take advantage of and establish a work situation. Employee performance is basically measured according to the interests of the organization, so that the indicators in their measurements are adjusted to the interests of the organization itself. Dahliani and Ningrum [12] states that performance measurement can be done using following dimensions:

TABLE 2: Employee Performance Variable.

Variable	Indicators
Employee Performance	Working qualities Working Quantity Timeliness Attendance Rate Ability to work together

Source: Processed by Researches

1.2. Lean and Agile Management

Lean is a concept to do more with less effort, equipment, time, and space in fulfilling what consumers want. Lean management is an operational approach in organizational management [13]. Another opinion mentions that lean is a management system and methodology that aims to improve the quality, safety, and efficiency of a service process [14]. Lean management is driven by a philosophy of respect for people and constant improvement. These efforts are carried out systematically with existing resources, focusing on customer value and eliminating existing waste [15].

The main goal is to gain process speed, quality improvement and efficiency [16]. Agile is a project management process that divides projects into smaller tasks and stages [17]. This separation of jobs allows Agile teams to input stakeholder input, reevaluate work, and take an iterative approach at every stage of the process. One of the most common approaches in Agile involves dividing work into brief developmental phases, known as sprints [5].

According to Nabas and Abdallah [18], Lean and Agile Management is supported by 5 dimensions namely:

TABLE 3: Lean and Agile Management Variable.

Variable	Indicators
Lean and agile management	structure & Integration, coordination, planning, resort Allocation, and communication.

Source: Processed by Researches

1.3. Digital Transformation

Digital transformation is a change in the way a job is handled by using information technology to gain efficiency and effectiveness. This change has a positive and negative impact on every individual and company related to the business process [19]. In a business with digital transformation, it makes it easy for customers to order products or place orders on various other things easily and cheaply. No longer all have to transact directly but online this transaction can be done with various information technology media, ranging from ordering, payment, confirmation to the process checking the shipment of goods is all done digitally. The indicators of digital transformation according to Hess, B checking the delivery of goods is all done digitally. The indicators of digital transformation according to Hess, Benlian, Matt, & Wiesböck [20], are as follows:

TABLE 4: Digital Transformation Variable.

Variable	Indicators
Digital transformation	p2.35in Strategic role Digital Diversification Revenue creation Main business scope Responsibility for digital transformation straegy Organizational positioning of new activitis Building of competencies Financial of new process

Source: Processed by Researches

1.4. Transformational Leadership

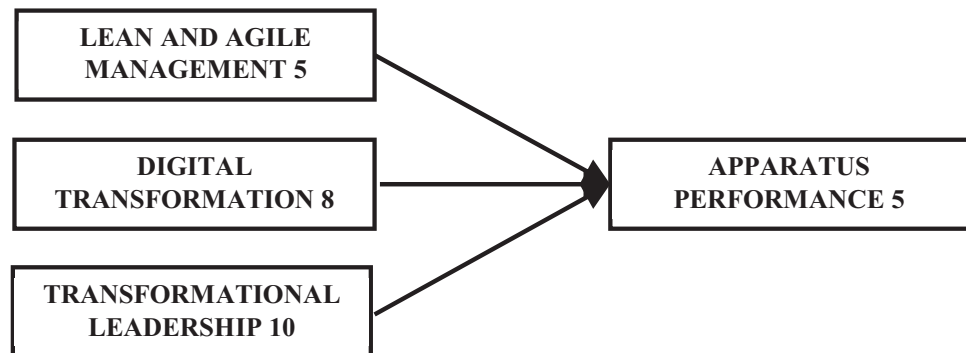
Transformational leadership consists of two combinations of words, namely, leadership which has the meaning of someone who directs and coordinates, also transformational which comes from the word to transform which means changing one form to another So that if interpreted transformational leadership is leadership that must be able to turn an idea into reality or turn a concept into a real action. Lee et al [21] stated that: Transformational Leadership is a leadership model to improve human resources

with and relationships the effect of the leader on subordinates can be measured, with indicators of trust, admiration, loyalty, and respect for the leader, seeking to motivate followers to do something more for the achievement of performance. Amin et al [22] define that: A transformational leader is a leader who masters the situation by conveying a clear vision of the group’s goals, passionate in the work and the ability to make group members feel replenished and energized.

TABLE 5: Transformational Leadership Variable.

Dimension	Indicators
Idealized influence	Respect from employees, Belief Can be a role model
Inspirational motivation	Motivators Goal setting.
Intellectual simulation	Creative ideas Problem solver
Individualized consideration	Career development Creating a good working environment Relationship with subordinates

Source: Processed by Researches



Source: Processed by Researches

Figure 1: Thinking Framework.

2. Method

This research is included in descriptive quantitative research. Sugiyono [23] said that, research methods are basically scientific characteristics to obtain data with a certain purpose and use. Methods used in the quantitative approach. According to Sarstedt et al [24] said that descriptive research is research that uses observations, interviews or questionnaires regarding the current state of affairs, regarding the subject we are researching. Through questionnaires and so on we collect data to test hypotensions or answer a question. Through this descriptive research, the researcher will explain what is actually happening about the current situation that is being studied.

This study was conducted on Sumedang district government employees. The sampling technique in this study was simple random sampling, the sample of this study was 100 Sumedang government employees.

The data analysis technique in this study used Partial Least Square (PLS). PLS is a structural equation model modeling (SEM) with an approach based on variance or componentbased structural equation modeling. According to Sarstedt et al., (2020), the purpose of PLS-SEM is to develop a theory or build a theory (prediction orientation). PLS is used to explain the presence or absence of relationships between latent variables (prediction). PLS is a powerful analysis method because it does not assume current data with a certain scale measurement, the number of small samples.

2.1. Validity and Reliability Test

Validity and reliability tests are carried out to ensure that the measurements used are accurate and reliable (valid and reliable). Validity and reliability testing can be seen at:

First, Convergent Validity is a metric assessed in relation to the correlation between the item/component score and the construct score, as seen in the standard loading factor that describes the magnitude of the correlation between each item measured and its construct. If correlated Individual reflex measurements are said to be high if > 0.7 .

Second, Discriminant validity is a measurement model with a reflection index assessed based on size and cross-loading constructs. Discriminant validity, i.e. comparing the extracted root mean square of variance (AVE), a tool is declared valid if its AVE value > 0.5 .

Third, Composite reliability is a measure of a structure that can be seen in terms of latent variable coefficients. In this measurement, if a value of > 0.70 is achieved, the construction can be said to have high reliability.

Fourth, Cronbach's Alpha is a reliability test designed to reinforce composite reliability results. A variable can be declared reliable if the value of Cronbach's alpha > 0.7 .

2.2. Instrument Testing

TABLE 6: Instrument Testing.

Instrument Testing	Test Used
Validity Test	Convergent Validity AVE
Reliability Test	Cronbach Alpha Composite Reliability

Source: Processed by Researches

3. R Square Test

The R-square of the dependent construct is used to analyze the influence of a specific independent variable on a dependent latent variable, which displays the magnitude of the influence.

3.1. Inner Model Analysis

Deep Model Analysis, also known as Structural Model, is a technique for predicting causal relationships between model variables. The hypothesis was tested during model analysis in Smart PLS testing. T-statistical values and probability values can be indicated in evaluating hypotheses. The t-statistical results used to test the hypothesis using statistical values were 1.96 for 5 percent alpha, while the beta score was used to determine the direction of influence of the relationship between variables. The criteria for acceptance/rejection of hypotheses are :

$H_a = t\text{-statistics} > 1.96$ with a p-values score of < 0.05 .

$H_0 = t\text{-statistic} < 1.96$ with a p-values score of > 0.05 .

4. Results and Discussion

4.1. Outer Model Analysis

4.1.1. Validity test

The Validity Test is used to measure the validity, or validity of a questionnaire. In this study, validity testing is carried out using convergent validity and AVE. Instruments are declared valid if the AVE value > 0.05 and the outer loading value (> 0.6).

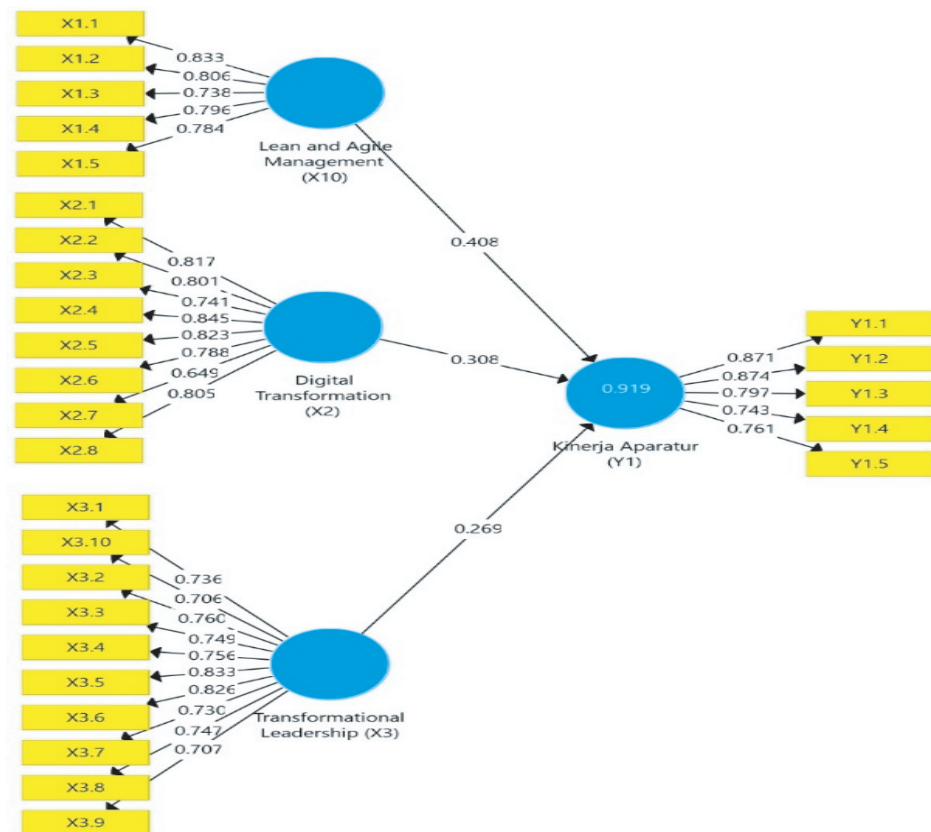


Figure 2: Research Results Flow.

4.1.2. Reliability Test

In this study, researchers used 2 types of reliability tests, namely the Cronbach Alpha test and the Composite Reliability Test. Cronbach Alpha measures the lowest value (lowerbound) reliability. The data is stated to be good if the data has a Cronbach alpha value and a composite reliability score of >0.7.

Coefficient determination (R-Square) is used in the measurement of how many endogenous variables are influenced by other variables. Based on data analysis carried out through the use of the smart PLS program, the R-Aquare value was obtained as stated in the following table

The score in the table explains that the performance variables of the apparatus are influenced by lean and agile management, digital transformation, transformation leadership by 91.9% while the rest are influenced by other variables that were not studied in this study. **Hypothesis**

5. Discussion

TABLE 7: Validity Test Results Instrument.

Variable	Instrument Code	Outer Loading	AVE	Description
Lean and Agile Management (X10)	X1.1	0,833	0,628	Valid
	X1.2	0,806		Valid
	X1.3	0,738		Valid
	X1.4	0,796		Valid
	X1.5	0,784		Valid
Digital Transformation (X2)	X2.1	0,817	0,617	Valid
	X2.2	0,801		Valid
	X2.3	0,741		Valid
	X2.4	0,845		Valid
	X2.5	0,823		Valid
	X2.6	0,788		
	X2.7	0,649		
	X2.8	0,805		
Transformational Leadership (X3)	X3.1	0,736	0,572	Valid
	X3.10	0,706		Valid
	X3.2	0,760		Valid
	X3.3	0,749		Valid
	X3.4	0,756		Valid
	X3.5	0,833		Valid
	X3.6	0,826		Valid
	X3.7	0,730		Valid
	X3.8	0,747		Valid
Kinerja Aparatur (Y1)	Y1.1	0,871	0,658	Valid
	Y1.2	0,874		Valid
	Y1.3	0,797		Valid
	Y1.4	0,743		Valid
	Y1.5	0,761		Valid

Source: Processed by Researches

5.1. Lean and Agile Management (X10) -Apparatus Performance > (Y1)

The results of testing the Lean and Agile Management hypothesis on Apparatus Performance received a score ($p = 0.408$) with a p value of 0.000 ($p < 0.05$) and a statistical t of 3,864 ($p > 1.96$) showing that there was a significant positive influence between Lean and Agile Management variables on Apparatus Performance. The better the lean and agile

TABLE 8: Instrument Reliability Test Result.

	Cronbach's Alpha	Composite Reliability
Digital Transformation (X2)	0,910	0,928
Kinerja Aparatur (Y1)	0,869	0,905
Lean and Agile Management (X10)	0,851	0,894
Transformational Leadership (X3)	0,917	0,930

Source: Processed by Researches (Based on the calculations carried out, it was found that all instrument items met the requirements of validity and reliability with scores that exceeded the criteria).R Square

TABLE 9: R-Square Analysis Results.

	R Square	R Square Adjusted
Apparatus Performance (Y1)	0,919	0,917

Source: Processed by Researches

TABLE 10: Hypothesis.

	Original (O)	Sample T (O/STDEVI)	Statistics	P Values
Digital Transformation (X2) -> Kinerja Aparatur (Y1)	0,308	3,102		0,002
Lean and Agile Management (X10) -> Kinerja Aparatur (Y1)	0,408	3,864		0,000
Transformational Leadership (X3) -> Kinerja Aparatur (Y1)	0,269	2,377		0,018

Source: Processed by Researches

management, the better the performance of the government apparatus. This supports research conducted by Hallgren and Olhager [25] which found that lean and agile affect service performance in the manufacturing sector. This is also supported by Cheung et al [26] who found that lean and agile management improves supply and performance in the information technology sector. Lean and agile Management is a combination of two methodologies. Lean is a management system and methodology that aims to improve the quality, safety, and efficiency of service processes, while agile management is a project management process that divides projects into smaller tasks and stages. Lean management efforts carried out systematically with existing resources, focusing on customer value and eliminating existing waste [6]. The main goal is to obtain process speed, quality improvement and efficiency Mousavi et al [27]

5.2. Digital Transformation (X2) -> Apparatus Performance (Y1)

The results of testing the digital transformation hypothesis on apparatus performance obtained a score ($p = 0.308$) with a p value of 0.002 ($p < 0.05$) and a statistical t of 3.102 ($p > 1.96$) showing that there was a significant positive influence between the digital transformation variables on the performance of the apparatus. The better the digital transformation carried out by the Sumedang government, the better the performance of the apparatus. transformation digital will improve the quality of performance of the Sumedang government apparatus. The analysis carried out will be more relevant by using digital technology and data processing carried out comprehensively to be able to detect most errors and deviations in the implementation of ASN management within government agencies. This is in line with previous research that shows the use of big data will improve management audit results ; as well as improve the quality of detection of deviations [28]

5.3. Transformational Leadership (X3) -> Apparatus Performance (Y1)

The results of testing the Transformational Leadership hypothesis on Apparatus Performance received a score ($p = 0.269$) with p values of **0.018** ($p < 0.05$) and statistical t of 2,377 ($p > 1.96$) showing that there was a significant positive influence between the Transformational Leadership variables on Apparatus Performance. This shows that the greater the leader in the government agency, the more transformational leadership type, the greater the employee performance. But also vice versa, if an agency does not implement this transformational leadership style so much, it will also have less influence with improving employee performance. Basically, in improving employee performance, it cannot be separated from the role of the leadership in paying attention to their leadership style. This research is in line with previous research that also shows a positive relationship between transformational leadership and employee performance [29]. As explained by Kristiawan [30] performance is a form of business activity or program initiated by the leadership of an organization or company to direct and improve the performance or achievements of employees.

6. Conclusion

Based on the research and discussion that has been concluded that there is a significant positive influence between Lean and Agile Management variables on Apparatus Performance. there is a significant positive influence between digital transformation variables on the performance of the apparatus. there is a significant positive influence between transformational leadership variables on apparatus performance. The r-square score explained that the performance variables of the apparatus were influenced by lean and agile management, digital transformation, transformation leadership by 91.9% while the rest were influenced by other variables that were not studied in this study.

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