

Impact of Agile Organization and Leadership on Employee Experience: Case Study UPTD (Technical Implementing Service Unit) Digital Service Center, Geospatial Data and Information of West Java Provincial Government (Jabar Digital Service)

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Abstract

This research is a mixed study which analyzes the implementation of agile organization and agile leadership, and analyzes the impact of its implementation on employee experience at the Technical Implementing Service Unit Digital Service Center, Geospatial Data and Information of West Java Provincial Government or called Jabar Digital Service (JDS). This research was conducted by searching for information on civil servants (PNS) and expert employees about organizational and leadership methods applied in Jabar Digital Service. Concepts of agile organization and agile leadership and researching quantitatively the perception of employee experience of expert employees on the implementation of agile conceptions to organization and leadership in Jabar Digital Service using Structural Equation Modeling (SEM) with a Partial Least Square (PLS) method was compared. This study shows that the implementation of agile organization and agile leadership can be applied in government organizations which are in fact rigid about change which is also shown by the level of positive perception of expert employees on employee experience in the Jabar Digital Service environment.

Keywords: agile organization; agile leadership; employee experience

Introduction

The Indonesian government is currently in the third phase of bureaucratic reform in both the central and local government bureaucracy. The focus is to creating world-class government services which is stated in the grand design of bureaucratic reform in Presidential Regulation No. 81/2010

concerning the Grand Design of Bureaucratic Reform 2010-2025, as well as the *revolusi mental* program proposed by President Jokowi in 2014 (Adiperdana, 2016).

Field facts show that bureaucratic reform has not yet been fully implemented in all government agencies (Kompas.com, 2021). Public Service Index (PSI) which is a measurement to see how far the

effectiveness of a public service in ministries, non-ministerial institutions, and local governments with service policy variables; HR professionalism; infrastructure; public service information system; consultation and complaints; as well as service innovation.

The national PSI score is 3.63 which means it is in the Good category. It is supported by the PSI performance of Ministries, while the local government PSI score is at 3.43 which is in the Good (With Notes) category (Suaramerdeka.com, 2021).

Table 1. PSI Public Service Index

PSI	2017	2018	2019
Local Government	3.28	3.14	3.43
Ministries	-	3.62	3.83
National	3.28	3.36	3.63

Source: KEMENPAN RB <https://www.menpan.go.id/site/pelayan-publik/index-pelayan-publik-ipp>, Accessed on July 18, 2021.

The problem with the service of public organizations is not only the changing in methods or tools in services support, but also the leadership and bureaucracy of public organizations which can hinder the implementation of good governance in public organizations. Generally, public organizations in developing countries apply to a layered hierarchy. Doz, et.al. (2018) stated that the hierarchy in public organizations in developing countries has a hierarchical style of feudal organization and control-oriented organizations on leaders. This makes the problem solving or decision-making process of public organizations tend to be long because there are silos in each department.

The massive development of information technology provides opportunities for public organizations to transform digital-based organizational business processes. The needs and demands of the community to obtain appropriate policies can be done by utilizing information technology, such as big data and artificial intelligence. Snow, et. al. (2017) stated that digital instruments are not only a supporting factor for the organization's business processes, but also the instruments can be one of the determining factors for strategic decision making both in the organization and in the leadership. Digital

transformation basically has prerequisites which are needed by the organization to apply agile methods, both in organization and in leadership (Snow, et. al., 2017).

Carrasco, et.al. (2018) in his paper entitled *Agile as the Next Government Revolution*, revealed that basically agile can be applied to public organizations, agile allows public organizations to get more value from public services with innovation, adaptation, responsiveness, and collaboration that have agile values, thus public organizations can provide more optimal services and respond to dynamic public desires. Agile organizations basically focus on micro-management in organizations in which the relationship between instruments in the organization is no longer like a feudal relationship focusing on leaders, organizations which are agile in responding to changes can work well if they make organizational members can feel good experiences at work Organization. Meanwhile Morgan (2017) mentioned that the relationship between employees or members of the organization on organizational instruments is the focus of future HR management which Morgan called employee experience. Morgan's employee experience is the attachment and role of employees to the organization. Here employees are no longer

considered as 'tools' or factors of production, but become instruments in organizational development.

Literature Review

Agile is an approach, concept, model or concept which is repeated in project management and software development. Agile focuses on interaction and collaboration between teams and quality output, agile is often referred to as the mindset and spirit in organizations which require changes in each of their products quickly (Atalssian, 2015; Steve, 2019). In its development, the concept of agile developed not only applies to the software development process, but can be applied to the entire organization.

Organizations which are based on the agile concept can be said to be organizations being responsive to change, innovative, collaborative and process-oriented organizations. When viewed from the explanation of the agile concept, the key to agile is the high motivation which the organization has in the organization's business processes through active communication both within the organization (Martin, et.al., 2003). Therefore 'agile' can be used as a concept seeking to fulfill organizational goals effectively, responsively, adaptively, collaboratively, and innovatively.

Agile Organizational

Embedding agile concepts in organizations in general in the era of digital transformation will improve organizational performance in developing and delivering products or services. Besides that, organizational agile can provide more benefits in the formation of internal organizational interactions both in performance resulting from work efficiency and social interaction collaboration between teams. Aghina, et.al. (2017) illustrated the basic difference between traditional feudal organizations and agile organizations.

Overview of the understanding of the differences between agile and traditional organizations put forward by Aghina, et.al. (2017). Figure 1 can be used as a fundamental for understanding agile organizations. Agile organizational understanding can be formed from self-organization understanding, at which Medinilla (2012) adapting the agile manifesto principles to "the best architectures, requirements, and design emerge from self-organizing team" indicates that an agile organization implies the existence of self-organization in the implementation of the organization's business processes. Mendibil and MacBryde (2006) mention self-organization can be achieved at the independent and interdependent levels in the organization. This indicates that an agile organization needs to provide team opportunities in contributing to organizational fulfillment.

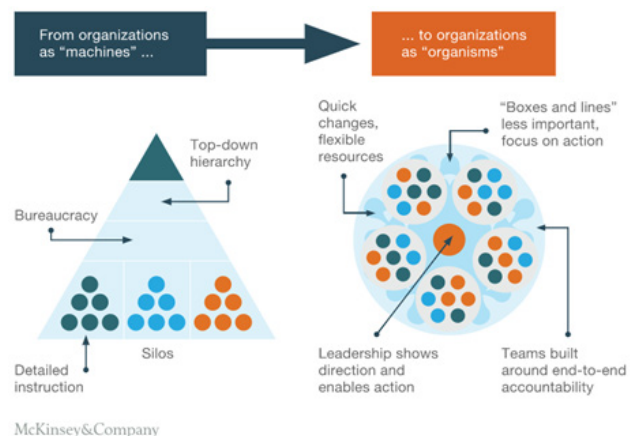


Figure 1. Comparison of Traditional Organizations and Agile Organizations (Aghina, et.al., 2017)

The characteristics of the organization in the agile concept give us an idea that the organization is not always the center of attention, but a system which integrates and collaborates with each other, both in internal organizations and relationships between organizations. This makes the direction of power relations in work relationships within organizations in the digital era or in the current disruptive era, power which previously

emphasized power and the fulfillment of organizational sectoral ego needs has shifted to a synergistic relationship with one another with a collaborative and agile approach.

Agile organization in the public sector does not have a significant difference in measuring how agile public organizations are. The only striking difference is how the attitude of public organizations in preparing and forming a regulation in fulfilling requests from the public (Kumorotomo, 2020). The rest of the researchers assess to measure the extent to which organizations implement agile in their business processes can use some of the concepts presented by (Morris, et.al., 2014) and (Aghina, et.al., 2017).

Agile Leadership

A leader is a key of every organization, whereupon a leader according to (Capowski, 1994) is someone who has creativity in seeing things and can motivate and inspire a team. Kotter (2001) added that a leader can also align the team within the organization in order to achieve organizational goals. Based on both of these opinions, leadership is more likely to be personal-touch or dependent on whom (subjectivity). Winkler (2010) explain that the characteristics can understand leadership in organizations through contemporary approaches., and the leadership process in organizations can be seen as a process of interaction between a leader and subordinates. Winkler further adds that every individual in the organization has an interest in and has the potential to become a leader in the organization making the relationship between leaders and subordinates not more

feudal, but egalitarian, and there is even a mutually beneficial relationship between the leader and subordinates. Winkler's opinion indicates that the organization in contemporary discussion is no longer egocentric, but becomes eco-centric. Eco here is defined as the environment in the context of this discussion can be linked to the organizational environment, as well as ecosystem (Kelly, 2018).

The concept of agile leadership which is not far from the leadership concepts presented by Winkler (2010) and Kelly (2018), Morris, et.al. (2014) mentioned that agile leadership is important in agile organizations. Actually agile leadership does not only discuss the self-actualization of a leader, but also focuses on self-actualization in the organization. Morris, Ma and Wu stated that there are six qualities of organizational actualization which must be accommodated by leaders, namely: fostering team creativity; fostering team passion in solving important problems; creating a humane environment; fostering individual organizational morale which is integrated with the organization's goals; direct the organization to do good; and direct the organization to do what is best.

Koning (2019) viewed agile leadership more from the way a leader interacts with the organizational environment. Koning explained that there are four roles in agile leadership, namely: co-creator; facilitator; experimenter; and leader culture as in Figure 2. Koning wrote that in measuring how greatly a leader implements agile leadership, agile leadership is not always considered about a leader, but the way and the relationship between the leader and the organization.



Figure 2. Agile Leadership Toolkit (Adapted on Koning, 2019)

The characteristics of agile leadership can basically be applied to any organization, including public organizations, in which the leader is an influencer to subordinates and the organization as a whole. Therefore agile organization cannot be achieved if a leader does not apply agile and agile to change. The following are some opinions shared by Joiner and Josephs (2006), Morris, Ma, and Wu (2014), Morrison, et al. (2014), Olivier, Hölischer, and Williams (2020), and Koning (2019) whose suggest that agile organizations can be formed with the initiative of agile leaders in organizing organizations.

Employee Experience

Employee experience a new concept of HR managerial which makes the focus of employee needs on HR managerial. Morgan (2017) mentions that in the current era of technology utilization or the era of disruption of the managerial concept of HR, there have been several changes where initially the organization considered employees as 'tools' in the production process. The organization assessed the needs of employees to the

extent of what is needed to support the work of employees. Then the managerial concept of HR changes the view of employees as 'tools' into factors which increase productivity, in which the organization responds to employee needs to the extent of what employees need to work faster and better. Furthermore, the concept of HR managerial changed to engagement or interest. In this concept, HR managerial views that employee interest in work can increase productivity so that organizations look for what organizations can do to increase employee happiness while still improving employee performance. Eventually the new HR managerial concept views that the experience of employees in working in the organization is the main factor in increasing productivity and employees are given the opportunity to contribute more to the organization.

Niagara Institute released a publication entitled *The Employee Experience in the Public Sector: 9 Practical Ways Team Leaders can have a Positive Impact* which states that the emergence and demand of employees in the new generation triggers a paradigm shift in organizations in assessing employees. Employee experience can be shaped from the way a leaders in shaping organizational culture which require changes in both private organizations and public organizations. Basically public organizations can make employee experience one of the ways the organization increases employee experience and knowledge in order to accelerate organizational goals.

Morgan sees that employee experience focuses on organizational culture, the use of technology and a comfortable work environment. Besides that, employee experience can be used as a long-term approach in assessing employee performance, by giving employees flexibility in efforts to develop self, self-appreciation, and self-expression in an organization. Maylett and Wride (2017) mentions that the leader is the guardian of the employee

experience whereupon the leader's role is to accommodate employees to grow and develop in the organization.



Figure 3. MAGIC-CA Concept (Bridger and Gannaway, 2021)

Unlike Morgan, Maylett and Wride, Bridger and Gannaway (2021) views that there are three lenses in the employee experience lens, namely: organization; HR; and jobs. Bridger and Gannaway put the three lenses on several measurement methods in which each lens has different variables. This makes the concept brought by Bridger and Gannaway more detailed how to see the employee experience of organizational employees. In measuring employee experience, Bridger and Gannaway recommends using the MAGIC-CA model which stands for meaning, appreciation, growth, impact, connection, challenge, and autonomy. Bridger and Gannaway's MAGIC-CA concept was adapted from MAGIC theory developed by Maylett and Warner (2014) by adding challenges and autonomy. MAGIC-CA brought by Bridger and Gannaway is classified under the three lens of employee experience as in Fig. 3 namely self-meaning, appreciation and autonomy are in the organizational lens, then growth and impact are in the work lens, and connections and challenges are in the HR lens.

Research Hypothesis

Based on the theoretical foundation of agile organization and leadership, which is an organization in which agile organization and agile leadership have the same focus, namely focusing on processes that occur in organizations, particularly employees, the principles of agile leadership and agile organization are in line with the Indonesian government's objective to implement dynamic government. Researchers argue that leaders of public organizations in the case of public organizations in Indonesia can use organizational principles and agile leadership and have a tight association with employee views of organizational experience. So, the hypothesis of this research is as follows.

H1: Agile Organization has a positive effect on Employee Experience

H2: Agile Leadership has a positive effect on Employee Experience

Research Method

This research is a mixed study with an exploratory sequential approach. Mixed method is a research methodology which combines qualitative research and quantitative research and aims to analyze both which result in a correlation interpretation between qualitative and qualitative research (Creswell, 2014: p 266). Meanwhile the exploratory sequential approach according to Creswell (2014: p. 276-277) is an approach in the mixed method which examines and explores the phenomena with qualitative approach and then collect quantitative data to explain the relationship between the variables in the quantitative data and the variables found in qualitative data. Therefore the results of the interpretation of this study will be more comprehensive and describe the relationship between the two research variables.

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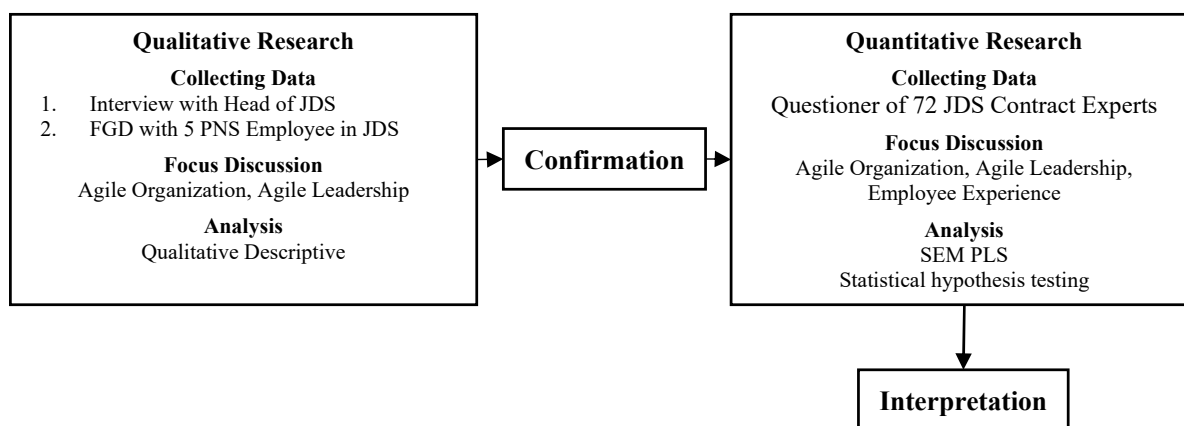


Figure 4. Research Design

This research aims to analyze the implementation of agile organization and agile leadership at Jabar Digital Service and analyze the impact of agile organization and leadership on employee experience at Jabar Digital Service. Details of this research can be seen in Figure 4 in which qualitative research is to find the implementation of agile organization and leadership at Jabar Digital Service by interviewing the head of Jabar Digital Service and focus group discussion (FGD) with civil servants at Jabar Digital Service. The analysis uses in this research is descriptive qualitative, in which the result of interview will be triangulated by focus group discussion with participants, then the result of focus group discussion will be analyzed comparatively with the theory as an idle state of implementation of agile organization (AO) and agile leadership (AL).

Meanwhile the qualitative research aims to find employee perceptions of the implementation of agile organization and leadership and to find the impact of the implementation of agile organization (AO) and leadership (AL) on employee experience (EX). The source of data this research comes from questionnaires distributed to Jabar Digital Service expert employees who are employment status for expert employees and work at Jabar Digital Service with a contract period of one year. The data collection

technique in the quantitative data was carried out through an online survey using Google Forms distributed through the respondent's WhatsApp according to the number of samples which had been determined.

The population in this study were 151 Jabar Digital Service expert employees. t

The quantitative research was carried out using a non-probability sampling method with a purposive sampling approach where the criteria for respondents in this research were expert employees with a working period of more than one year. Determination of the number of samples in the quantitative research using the Slovin formula for a total population of 151 people and the population of employees with a working period of more than 1 year is 88, the error tolerance limit in this study is 0.05 or 5% so that the sample calculation in the quantitative research is as follows.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{88}{1 + 88(0.05)^2} = 72$$

Description:

N : Total Population

n : Number of Samples

e : Fault Tolerance

In accordance with the sample calculation using the Slovin formula, the number of samples taken in the quantitative research with an accuracy of 0.95 or 95% was found to have a minimum number of respondents as many as 72 people.

In line with the formulation of the problem in this study, two types of independent and dependent/bound variables can be determined with the following information:

- a. The independent variables in this quantitative are Agile Organization (X1) and Agile Leadership (X2).

- b. The dependent variable in this third stage of research is Employee Experience (Y).

In quantitative research, there are three theories which are used as reference for the questionnaire. Agile organization (AO) based on the five trademarks of agile organization by Aghina, et.al. (2017), agile leadership (AL) based on agile leadership toolkits by Koning (2019), and employee experience (EX) based on MAGIC-CA by Bridger and Gannaway (2021). Table 2 is a detailed indicator for each variable.

Table 2. Research Instrument

Variable	Theory	Indicator	Scale
Agile Organization	Aghina, et.al. (2017)	1. North star embodied across the organization 2. Network of empowered teams 3. Rapid decision and learning cycle 4. Dynamic people model which sparks passion 5. Next generation enabling technology	Likert interval
Agile Leadership	Koning (2019)	1. Co-Creator 2. Facilitator 3. Experimenter 4. Leader culture	Likert interval
Employee Experience	Bridger and Gannaway (2021)	1. Self Meaning 2. Appreciation 3. Growth 4. Impact 5. Connection 6. Challenge 7. Autonomy	Likert interval

The analysis in the quantitative research will use a structural equation modelling (SEM) technique with a PLS analysis method approach which is a casual predictive approach for SEM which emphasizes predictions in the estimation of statistical models which structure is designed to explain cause and effect by testing confirmatory factor analysis (CFA). CFA in PLS can be called outer loading analysis while the validity test in this study is based on the rule of thumb which uses the loading factor

value and average variance extracted (AVE). Furthermore, for reliability testing in this study using Cronbach's alpha and composite reliability values. Testing the suitability of the research model will be using indicators of average path coefficient (APC), average R-square (ARS), and average variance inflation factor (AVIF).

The next stage of analysis is testing structural models and hypotheses using indicators on structural testing from the path coefficient value or beta coefficient (β)

and p-value (p). The path coefficient value equal to or greater than 0.1 ($\beta \geq 0, 1$). then there is an influence between variables, and the hypothesis testing is done by looking at the p and p-values represents the probability level of error. The level of confidence used in this study is 95% or = 0.05, so if the p-value is found to be 0.05, the hypothesis can be supported.

Findings and Results

Implementation of Agile Organizational and Leadership at Jabar Digital Service (QUAL)

1) Description of Informants

The qualitative research was conducted on the Head of Jabar Digital Service and applied on four employees of civil servant Jabar Digital Service, consisting of two Echelon IV and two staff of the implementation division and implementation division.

2) Implementation of Agile Organizational at Jabar Digital Service

The qualitative research with Jabar Digital Service leaders shows that the implementation of agile principles which have

been applied to the organization of Jabar Digital Service has been carried out since the first time this organization was formed. However, at the beginning of the formation of Jabar Digital Service, the organizational structure used was only a head of Jabar Digital Service who gave order directly to expert employees expert employee, along with the development of Jabar Digital Service programs. Therefore the Head of Diskominfo Jabar decided to add a structure to the Jabar Digital Service organization so that the organization head does not directly supervise expert employee expert employees, but instead there was an extra one layer to make program coordination easier. Here the Jabar Digital Service program where the Digital Data and Implementations Section is formed. The Digital and Information Services Section and the Administration Sub-Section are filled by civil servants. From the findings of the first phase of research, the researchers confirmed the implementation of the existing agile organization at Jabar Digital Service by comparing work experience before and after working at Jabar Digital Service.

Some of the results of the above analysis can be seen in the summary of the analysis based on agile organizational theories proposed by Aghina, et.al. (2017) as shown in the summary in Table 3.

Table 3. Agile Organization Analysis Summary

Indicators	Analysis Summary
North star embodied across the organization	<ol style="list-style-type: none"> 1. The organizational culture at Jabar Digital Service applies agile principles, such as responsiveness, data-driven, iterative process-oriented, and learning organization. 2. The team formed at Jabar Digital Service has adapted to the organizational culture which has been implemented. 3. Submission of Jabar Digital Service Vision and Mission is given to the entire team
Network of empowered teams	<ol style="list-style-type: none"> 1. The implementation of tribes in the organization's business processes is based on programs at Jabar Digital Service to eliminate silos in each division and focus on program completion. 2. The implementation of tribes allows communication between teams not to be limited by a divisional framework which creates responsiveness to change. 3. Jabar Digital Service provides an opportunity for the team to take self-development classes provided by Internal Jabar Digital Service and self-development classes outside Jabar Digital Service.
Rapid decision and learning cycle	The use of Slack and Trello platforms for communication between teams and project management gives Jabar Digital Service the opportunity to make decisions quickly
Dynamic people model that ignites passion	Jabar Digital Service provides an opportunity for the team to take self-development classes provided by Internal Jabar Digital Service and self-development classes which are subscribed to by Jabar Digital Service for outstanding employees.
Next generation enabling technology	<ol style="list-style-type: none"> 1. The programs provided by Jabar Digital Service make full use of technology, such as Pikobar, Jabar Open Data, Desa Digital, and others. 2. JDS Team is a platform in which the entire team is given the opportunity to contribute to sharing knowledge and new things with the entire team.

3) Implementation of Agile Leadership at Jabar Digital Service

The leadership of the Head of Jabar Digital Service who was originally a conductor of the organization has become a coordinator and orchestrator of the organization. Therefore the leadership role at Jabar Digital Service has increased the role of leaders from Section Heads and Heads of Sub-Divisions, so that in formal communication, the Head

of Jabar Digital Service coordinates with the heads of Sections and Sub-Sections. From the findings of the first phase of research, the researcher confirmed the implementation of agile leadership in Jabar Digital Service with an effort to accommodate employees to create innovations.

The results of the analysis can be seen in the summary of the analysis based on the agile leadership theories proposed by Koning (2019) as shown in the summary in Table 4.

Table 4. Agile Leadership Analysis Summary

Indicators	Analysis Summary
Co-Creator	The implementation of tribes in the Jabar Digital Service business process by the leadership can create a heterogeneous organization so that the process of creating shared goals can be carried out quickly due to the absence of silos in each program at Jabar Digital Service.
Facilitator	Leaders at Jabar Digital Service provide opportunities for employees to gain self-development by providing self-improvement classes and the creation of a self-development platform in the JDS Team.
Experimenter	Leaders at Jabar Digital Service provide employees with opportunities to contribute in every process of developing and creating innovations at Jabar Digital Service.
Culture Leader	The leadership culture applied by Jabar Digital Service leaders is focused on performance and transparency.

4) Employee Perception on Employee Experience at Jabar Digital Service

According to the results of the research above, the previous indicators of the implementation of agile principles have been applied in the organization and leadership of Jabar Digital Service. In order to find out how the employee views the employee experience, the indicators used are a form of organizational appreciation for employees, civil servants, and expert contract employee at Jabar Digital Service. Meanwhile the focus group discussion considers for how employees perceive what organization doing by linking employee experience indicators.

Based on the focus group discussion result, majority agreed that Jabar Digital Service viewed employee appreciation as an activity which was routinely carried out. At the meantime, it also carried out not only by the Jabar Digital Service organizational, but at the middle level, such as in each Section and Sub Division, the division level under Sections and Sub-sections. Furthermore, the activity was also carried out by tribes or can be called per program because the organizational structure at Jabar Digital

Service is based on two approaches, the formal approach to the organization and the tribe approach or per program.

Appreciation by the organization is carried out every month and also every week, such as an appreciation ceremony. Appreciation given by the organization can be in the form of additional incentives and the provision of learning in the context of upgrading employees. At this point, it is indicated that the organization in addition to giving appreciation to employees also provides opportunities for employees to develop themselves. The process of determining the appreciation cannot be separated from the assessment factor, as resulted from the focus group discussion. FGD found that there are differences in the assessment form applied by the Jabar Digital Service, namely the assessment form for civil servants who follow the standards of the parent organization, namely the West Java provincial government, as well as the assessment form for expert employees. This difference also underlies the difference in the appreciation of both incentives and upgrading opportunities for employees.

Jabar Digital Service Employees' Perception of the Relationship Between Agile Organizational and Leadership on Employee Experience (QUAN)

1) Description of Respondents Data

The quantitative research was conducted with a questionnaire distributed to 151 employees of expert employee Jabar Digital Service experts using the google form service and distributed through the WhatsApp which was accommodated by the research assistant at Jabar Digital Service.

Quantitative study was conducted by delivering questionnaires to 151 Jabar Digital Service expert employees via Google forms and WhatsApp, with the assistance of Jabar Digital Service research assistants. There were 91 expert employees who contributed to the completion of the questionnaire. Of the 91 data obtained, 72 met the criteria of having worked for more than a year. The identification of respondents based on gender, education, years of service, and division of divisions is provided below. The respondent's information is summarized in Table 5 below.

Table 5. Demographic Profile of Respondents

Demographic Classification	Description	Number of Respondents	Percentage (%)
Gender	Male	45	60
	Female	27	37
		Total 72	100
Education Background	Bachelor	62	86
	Master	10	14
		Total 72	100
Length of Working	12-24 Months	43	60
	More than 25 Months	29	40
		Total 72	100
Division	Analysis	11	15
	Data	13	18
	HR/GA	9	13
	Program Implementation	17	24
	IT Dev	16	22
	PR and Content	6	8
		Total 72	100

2) The Results of the Quantitative Research Validity and Reliability

a. Validity test

The validity test of the third stage of research data (QUAN) was carried out with a convergent validity test with loading factor and average variance extracted (AVE)

indicators, and discriminant validity tests were carried out with cross loading indicators. Prerequisites pass the validity test in which the loading factor value is greater than or equal to 0.7 (≥ 0.7) and the recommended limit value on the AVE is more than 0.5 (≥ 0.5)

Table 6 shows that the highest loading factor value is found on AO_3 indicators of 0.855, and the lowest loading factor value is

on the AL_3 indicator of 0.512, the overall value of the loading factor indicator for each variable has a value greater than 0.7 or equal to 0.7 with notation (≥ 0.7), except for indicators AO_1, AO_5, AL_3, EX_1 and EX_2. This shows that all indicators of the

variables in this study can be declared valid which have met the rule of thumbs. AO_1, AO_5, AL_3, EX_1 and EX_2 indicators is maintained to represent one of the dimensions in the construct.

Table 6. Value of Loading Factor

Variable	Indicators	Mark Loading Factor (≥ 0.7)	Description
Agile Organization	AO_1	0.664	Valid
	AO_2	0.850	Valid
	AO_3	0.855	Valid
	AO_4	0.756	Valid
	AO_5	0.530	Valid
Agile Leadership	AL_1	0.793	Valid
	AL_2	0.837	Valid
	AL_3	0.512	Valid
	AL_4	0.723	Valid
Employee Experience	EX_1	0.550	Valid
	EX_2	0.633	Valid
	EX_3	0.781	Valid
	EX_4	0.785	Valid
	EX_5	0.802	Valid
	EX_6	0.816	Valid
	EX_7	0.720	Valid

The next validity test is the convergent validity test using average variance extracted (AVE) value. The reference value in this convergent validity test is greater than 0.5 or equal to 0.5 with the notation (≥ 0.5). In Table 7 it can be seen that the value of

Agile Organizational variables (X1), Agile Leadership (X2) and Employee Experience (Y) with a value above the prerequisite 0.5 then the data in this study has met the requirements of the convergent validity test.

Table 7. Value of Average Variance Extracted (AVE)

Variable	AVE Value (≥ 0.5)
Agile Organization	0.741
Agile Leadership	0.727
Employee Experience	0.733

Furthermore, the next validity test is the discriminant validity test by looking at the cross-loading value. The prerequisite for the cross-loading value is considered feasible if the loading factor value between the questions on the variable being measured is greater than the loading factor value for the same question on other variables.

Table 8 shows the results of cross loading whereupon the indicators for each variable have a higher value than the other variables. Thus, the variables and questions on each variable can be said to be valid so that the research can be continued.

Table 8. Cross Loading Factor

Variable	Indicators	AO	AL	EX
Agile Organization	AO_1	0.664	0.128	0.221
	AO_2	0.850	-0.026	-0.240
	AO_3	0.855	-0.020	-0.265
	AO_4	0.756	-0.317	0.573
	AO_5	0.530	0.366	-0.282
Agile Leadership	AL_1	-0.264	0.793	-0.011
	AL_2	0.097	0.837	-0.259
	AL_3	0.273	0.512	0.141
	AL_4	-0.016	0.723	0.213
Employee Experience	EX_1	-0.235	0.331	0.550
	EX_2	0.002	0.340	0.633
	EX_3	-0.070	-0.123	0.781
	EX_4	0.179	-0.242	0.785
	EX_5	-0.015	-0.133	0.802
	EX_6	-0.034	-0.087	0.816
	EX_7	0.113	0.093	0.720

b. Reliability Test

Reliability testing is one of the processes to obtain optimal research by looking at the ability of the measuring instrument accuracy without any bias so as to ensure the consistency of the research instrument if it will be used in similar research. The reliability test in this study was carried out by looking at the value of Cronbach's alpha and

composite reliability. In Table 9, it is found that the lowest Cronbach's alpha value for the agile leadership variable is 0.691 with a range of values between 0.691 to 0.852, referring to the value of the rule of thumb which is set to be greater than or equal to 0.6 with notation ≥ 0.7 in which Cronbach's alpha value is on each variable has met these prerequisites.

Table 9. Cronbach's Alpha Value

Variable	Cronbach's Alpha	Rule of Thumbs	Note
Agile Organization	0.784	≥0.60	Valid
Agile Leadership	0.691	≥0.60	Valid
Employee Experience	0.852	≥0.60	Valid

Table 10 shows that the lowest composite reliability value for the employee experience variable is 0.813 with a range of values between 0.813 to 0.889. It refers to the rule

of thumbs value which is set greater than or equal to 0.7 with the notation 0.7 whereupon composite reliability value on each variable has met these prerequisites.

Table 10. Composite Reliability Value

Variable	Composite Reliability	Rule of Thumbs	Note
Agile Organization	0.856	≥0,70	Valid
Agile Leadership	0.813	≥0,70	Valid
Employee Experience	0.889	≥0,70	Valid

Based on the results of the reliability test on Cronbach's alpha and composite reliability in this study, each variable has met the prerequisites of the rule of thumbs. So this research can be said to be reliable in order to be used as a measurement tool in similar research or further research on agile organization, agile leadership and employee experience.

R-square (ARS), and average variance inflation (AVIF), in which in Table 11, it was found that the APC value was 0.440 with *p-value* $P < 0.001$ and the ARS value. It was found to be 0.539 with a *p-value* of $P < 0.001$, the results of APC and ARS can be interpreted as significant because *p-value* is less than 0.05. The AVIF value was found to be 1.178 whereupon the model fit prerequisite was below 5 and with the ideal number at 1.178 if the AVIF value was still considered acceptable because it was still below 5, so the AVIF value indicates that the model fit in this study has been fulfilled.

c. Model Fit Test

The model fit test in this study looked at average path coefficient (APC), average

Table 11. Model Fit and p-value

	Mark	p-value ($\alpha \leq 0.05$)	Note
APC	0.440	$P < 0.001$	Good
ARS	0.539	$P < 0.001$	Good
AVIF	1.178	≤ 5	Good

d. Structural Model Results

The results of structural model testing and hypothesis testing in this study can be seen in Table 12 and Figure 5 with the relationship between Agile Organizational (AO) variables and Employee Experience (EX) has a positive relationship direction which path coefficient

value (β) is greater than the provision. The required path coefficient is greater than 0.1 ($\beta \geq 0.1$) with the relationship between AO and EX is found to be 0.449, as well as between Agile Leadership (AL) variables and Employee Experience (EX) has a positive relationship direction where the relationship between AL against EX was found to be 0.432.

Table 12. Structural Model Result

Relationship between Variables	Relationship Direction	Path Coefficient ($\beta > 0,1$)	p-value (≤ 0.05)
AO → EX	Significant Positive	0,449	<0,001
AL → EX	Significant Positive	0,432	<0,001

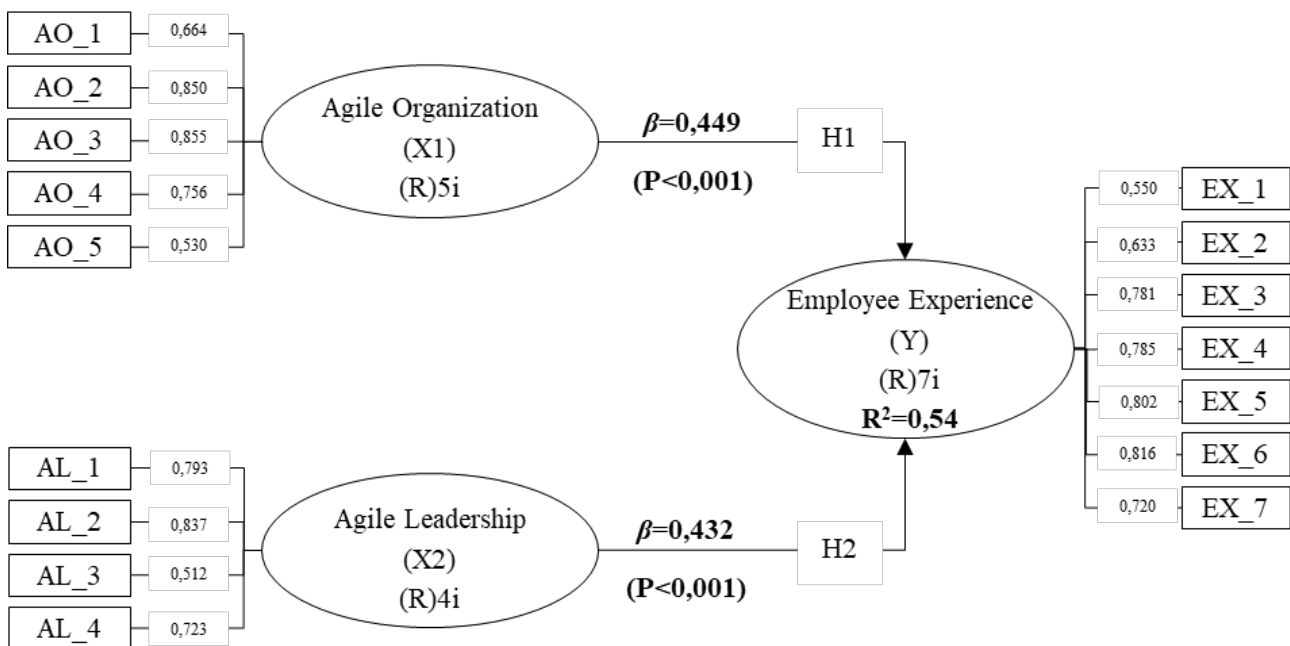


Figure 5. Research Model

Seeing the significance of the relationship between variables seen in the p-value with the prerequisite for the hypothesis to be accepted is smaller than 0.05 ($p \leq 0.05$). The relationship between the AO variable and EX was found to be <0.001 which indicates that the relationship between the AO variable and EX has a significant relationship, while the relationship between the AL variable

and the EX variable was found to be <0.001. This indicates that the relationship between the AL variable and the EX variable has a significant relationship.

e. Hypothesis Testing Results

Based on the results of testing the structural model above, in order to explain the

hypothesis testing in this study, the following is an explanation of the results of hypothesis testing.

H1: Agile Organization Positive Effect on Employee Experience

The researchers' first hypothesis assumes that there is a positive relationship between agile organization and employee experience. The results of the structural model found that the path coefficient value (β) on the relationship between agile organizations and employee experience was 0.449. This value had met the prerequisites where the path coefficient value was above 0.1 ($\beta \geq 0.1$). This condition can be interpreted that there is a positive influence between the independent variable of agile organization and the dependent variable of employee experience.

The significant test in the first hypothesis is seen from the p-value with prerequisites smaller than 0.05 ($p \leq 0.05$). In this study, the p-value on the relationship of the agile organizational independent variable to the independent variable of employee experience attachment shows a p-value < 0.001 . This condition indicates that there is a significant relationship between the dependent variable of agile organization on the independent variable of employee experience.

Based on the two test results above, the first hypothesis is supported.

H2: Agile Leadership Positive Effect on Employee Experience

The researchers' second hypothesis assumes that there is a positive relation between agile leadership and employee experience. The results of the structural model found that the path coefficient value (β) on the relationship between agile leadership and employee experience was 0.432. This value had met the prerequisites where the path coefficient value was above 0.1 ($\beta \geq 0.1$). This condition

is interpreted that there is a positive influence between the independent variable of agile leadership and the dependent variable of employee experience.

The significant test in the second hypothesis is seen from the p-value with prerequisites smaller than 0.05 ($p \leq 0.05$). In this study, the p-value on the relationship of the agile leadership independent variable to the independent variable of employee experience attachment shows a p-value < 0.001 . This condition indicates that there is a significant relationship between the dependent variable of agile leadership on the independent variable of employee experience.

Based on the two test results above, the second hypothesis is supported.

Discussion

Implementation of Agile Organizational and Leadership at Jabar Digital Service

The following results were discovered based on qualitative data analysis outcomes:

1. The introduction of agile organization at Jabar Digital Service has been carried out successfully as outlined below.
 - a. The scope of north star is embodied across the organization (strategy) in which the organization provides opportunities for employees to provide innovative ideas without the constraints of organizational hierarchy.
 - b. The scope of the network of empowered teams (structure) in which the implementation of the concept of tribes permits flexible placement of teams according to tasks or projects. It can facilitate collaboration between teams and provide employees with the option to contribute more to the development of service innovations.

- c. The scope of the rapid decision-making and learning cycle (process) that the implementation of the tribe idea can enable employees to experiment with in order to initiate the learning process and facilitate rapid decision-making in each tribe.
 - d. The scope of the dynamic people model that ignites passion (human resource), which subsequently leads to: The JDS Team is Jabar Digital Service's internal learning platform. In addition to the application of the tribal concept, they can accommodate empowerment, development, learning, and role mobility in employees by encouraging the sharing of problem-solving strategies and advice.
 - e. The scope of next-generation enabling technology (technology) with Jabar Digital Service service products is closely related to the application of technology, with the superior services being Pikobar (West Java Covid-19 Information Center), West Java Open Data, Digital Village, and other programs. Employees contribute to the process of developing innovative product services for Jabar Digital Service. JDS Team is a platform where the entire team has the ability to contribute to the sharing of knowledge and fresh information.
2. The deployment of agile leadership at Jabar Digital Service has been carried out effectively as outlined below.
 - a. The role of the leader as a co-creator is seen in the creation of a heterogeneous organization so that the process of creating common goals can be carried out quickly because there are no silos for each tribe concept in Jabar Digital Service.
 - b. The role of the leader as a facilitator is seen in the leadership of Jabar Digital Service, which provides opportunities for employees to develop themselves through self-improvement classes and the JDS Team platform.
 - c. The role of the leader as an experimenter is exemplified by Jabar Digital Service's use of the tribe idea, which allows employees the ability to participate in every phase of developing and generating innovations at the company.
 - d. The role of the leader in establishing culture is exemplified by the culture of Jabar Digital Service, which emphasizes performance and transparency.
 3. In this qualitative study, perceptions regarding the experience of Jabar Digital Service personnel were developed after signs of implementing agile organization and agile leadership were reached. The indicators of organizational appreciation for employees were the indicators of agile organization and agile leadership in relation to employee experience. Jabar Digital Service implements employee appreciation through the provision of incentives and staff upgrading workshops in order to foster employee morale and give them with possibilities to grow professionally. This explanation demonstrates that organizational and leadership policies to deliver employee experience to employees have been developed, as well as a research foundation on the influence of agile organization and agile leadership perspectives on employee experience.

The Effect of Agile Organizational and Agile Leadership on Employee Experience Perception

Based on the discussion of quantitative research findings, it was determined that organizational and agile leadership have a favorable and strong association with employee experience. The strong positive association between agile organization and employee experience suggests that Jabar Digital Service may be able to influence employee perceptions such that employees feel they can express themselves inside the business, grow professionally, and contribute to the organization. In addition, agile organization promotes the idea that individuals have the opportunity to receive recognition from the organization, communicate and collaborate within teams, receive job challenges that are commensurate with their strengths, and engage in self-organization.

Similarly, a strong positive relationship between agile leadership and employee experience demonstrates that leaders at Jabar Digital Service can shape employee perceptions so that employees can interpret their position within the organization, develop themselves and contribute to the organization, and ultimately shape their own perceptions. Employees can have the opportunity to receive praise from their boss and the company, to work with other teams, to face challenges commensurate with their skills, and to manage the organization independently.

A positive employee experience can be indicative of employee happiness, and the amount of employee happiness in a business can influence employee performance. According to the employee experience hypothesis proposed by Morgan, Bridger, and Gannaway, the amount of pleasure and comfort of an organization's employees can be determined by the extent to which the business allows employees to develop their sense of self, self-appreciation, and self-

expression. Therefore, corporations must consider employee experience while adopting regulations pertaining to employees.

The Jabar Digital Service case demonstrates, based on the discussion of the impact of organizational and agile leadership on employee experience, that the implementation of agile principles in organizational culture and leader culture can have an effect on employee experience, which can have direct effects on employee performance and organizational performance.

Implications of Improvements in Jabar Digital Service

Jabar Digital Service has, on the whole, embraced agile organization and leadership. This refers to the outcomes of interviews and focus group discussions in comparison to the theoretical state of inactivity, with both organizational culture and leadership culture theories referencing this research. There are, nevertheless, a number of indications with low perceptions of the use of agile organization, agile leadership, and employee experience perceptions among employees.

The agile organization indicators with the lowest average indicator value, based on employee perceptions, are indicators of rapid decision and learning cycle, as well as poor average employee perceptions of the execution of decision-making processes at Jabar Digital Service. However, in comparison to other indicators, the indication of a speedy decision-making and learning cycle has a poor reputation.

This is intriguing because one of the primary principles of the agile manifesto is the notion of agile responsiveness in decision making. Organizations must pay close attention to the decision-making process, particularly with regards to changes in Jabar Digital Service's program business operations. Organizations must empower Division Coordinators and Tribe Coordinators

to make decisions regarding minor and moderate adjustments.

Indicators of the leader's role as an experimenter on agile leadership have the lowest average indicator value among other indicators on agile leadership based on employee perceptions; however, the low average employee perception of the leader's role as an experimenter at Jabar Digital Service is still in the high category. However, compared to other indications, the view of the leader's function as an experimenter is low. The leader alluded to in employee perception is the Head of Jabar Digital Service, Head of Section, Head of Division, Coordinator subdivision, and Tribe Coordinator.

According to employee perceptions, leaders in organizations should be able to create more possibilities for employees to contribute to the production of service innovations, as this is one of the lowest-scoring agile leadership indicators. This applies to executives at the Head of Jabar Digital Service, Head of Sections, and Division levels, as well as sub-division coordinators and Tribe coordinators who need to re-campaign the program and adopt ways for producing innovative service offerings. The leader must engage in brainstorming during program planning campaigns, such as the campaign team to align the team with organizational goals, the value proposition campaign to meet user needs with service products offered by the organization, and the customer journey or customer persona canvas to identify user personas and map user decisions on service products offered by Jabar Digital Service.

In addition to re-canvassing, Jabar Digital Service directors must sprint every program development. Sprints are essential to scrum and agile, where sprints are the allocation of time required to align the program with changes and the Jabar Digital Service work area, which involves multiple stakeholders. In the case of this research, the sprint is comprised of tribe employees,

tribe coordinators, the Head of Digital Data Implementation Section, the Head of Digital and Information Services Section, and/or the Head of Jabar Digital Service, as well as user representatives in order to obtain user feedback and user experience. Leaders in the sprint play a crucial role, with the leader, both at the Head of Jabar Digital Service and each Head of Section and Field, serving as conductors. This can indicate that the leader is fulfilling his job as an experimenter, making the leader's engagement in the sprint vital to the development and production of service innovation.

The appreciation indicator is the employee experience indicator with the lowest average indicator value among other indicators based on employee perspectives. The low average employee view of the execution of appreciation at Jabar Digital Service remains in the top category, but generally, the perception of the appreciation indicator is low compared to other indicators.

Organizations must be capable of appreciating their people proportionally. It is necessary to reconsider the use of rewards and incentives as forms of appreciation. Awarding employees with access to self-improvement courses should not be limited to those with exceptional performance. It can be delivered to all employees, or self-development, self-assessment, and additional JDS Team content can be added.

For expert employees to receive self-improvement classes and rewards, the form or evaluation form must be reviewed. The evaluation can be conducted independently or by self-assessment, and will be double-checked by the tribal coordinator, subdivision coordinator, and Head of Section or Division. With the availability of self-assessment, the leader can abbreviate staff performance evaluations by focusing solely on reviewing, enhancing, or aligning the proper values. Thus, employee understanding of what he works for the organization is expanding, and appreciation for employees is transparent.

On the basis of the aforementioned policy implications of Jabar Digital Service, it generates implications for improvement and input to Jabar Digital Service in order to enhance performance in the implementation of agile organizational culture and agile leadership culture, as well as employee performance based on employee experience.

Conclusion

As a public organization, Jabar Digital Service has demonstrated the application of agile organizations and agile leadership, whereas public companies are typically rigid and resistant to change. This is challenged by Jabar Digital Services, such as the Jabar Command Center, which was originally designed to watch and collect data but afterwards renamed Pikobar. During the Covid-19 epidemic, Jabar Digital Service continues to administer government bureaucratic procedures. Thus, in developing the perception of 'agile government,' the authors consider the notion of 'agile government' to be the correct step in which Jabar Digital Service presents an acceptable and successful program of digitizing services to the community and continues in the corridor. In addition, this idea represents a stage in the transition from conventional to agile companies.

The implementation of the tribal idea by the leadership of Jabar Digital Service demonstrates that public organizations can implement the concept of heterogeneity inside sub-organizations. With the majority of sub-organizations within public organizations applying the concept of homogeneity, the concept of tribe applied by the leadership of Jabar Digital Service is consistent with the concept of agile leadership, which can accommodate the process of establishing shared objectives and employee development processes.

The impact of agile organization and leadership on employee experience

at Jabar Digital Service demonstrates that the application of agile principles to organizational culture and leader culture can have an effect on employee experience engagement, which can have a direct impact on employee performance and organizational performance, as evidenced by a number of awards. The results acquired by Jabar Digital Service, which was recently created in 2019, include Best Team Under 35 from GovInsider Digital Innovation 2020, Top Digital Implementation #Level Starts 4 from Top Digital in 2020 and 2021, as well as further accolades.

All of this study's findings indicate that public companies can adopt the notion of agile organization to their organizational culture and agile leadership to their leadership culture with few alterations within the bureaucratic corridors. Consequently, the objective of bureaucratic reform, which is to provide world-class government services, can be achieved through the implementation of agile organizational and leadership practices in public organizations, including both ministries and local governments.

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