

Analysis of Information Technology and Agility Implementation on the Performance of the State Civil Apparatus with Organizational Learning as Intervening Variables

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Abstract

The new normal order of life after the coronavirus/covid-19 pandemic requires changes in government procedures that were previously carried out conventionally/analogously to digital. The state's civil apparatus has undoubtedly been impacted by the age of disruption. Therefore, the purpose of this study is to examine how organizational learning is impacted by the implementation of information technology and agility, as well as how the state's civil service performs as a result of these factors. Using SmartPLS 3.3 as a research methodology for quantitative analysis. The research sample is 100 respondents. Conclusions of the study: Information technology implementation has a significant positive impact on organizational learning, agility has a significant positive impact on organizational learning, information technology implementation has a significant positive impact on state civil servants' performance, and organizational learning has a significant positive impact on performance state civil service.

Keywords: Implementation of information technology, agility, organizational learning, performance of civil servants.

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INTRODUCTION

The COVID-19/coronavirus pandemic appeared to coincide with the industrial revolution 4.0. The fundamental paradigm shift that applies globally is forcing us to immediately move into the nuances of the digital revolution. The leap of this new way of life is truly a revolution, because it must replace the old way of life immediately, like it or not. The fundamental change from conventional procedures to digital ones covers all aspects of life, especially for state civil servants. Willingness to accept new technology, digital-friendly, and online-friendly is a new nuance that accompanies employee performance. The agility appeared intently. The Grand Opening of the New Normal Era is increasingly linking online activities to the estuary of effectiveness.

Recovery is a natural response in terms of turning an abnormal situation into normal again. The response occurs for a person to a larger group, namely the general public/community and even the state. Recovery can take place properly, if the power it has meets certain criteria. That is, the reserve power that is

owned can cover the reducing aspects of the abnormal side (Ferry, 2020).

The COVID-19/coronavirus pandemic has forced the global social order to change rapidly. Some optimism relates that the digital revolution 4.0 is in line with the opening stages. We should be grateful, this fundamental change has been anticipated with technological advances to reach the fourth grade. The migration of conventional behavior to digital is a concrete manifestation of the digital revolution. The online atmosphere, digital, signals, software, and hardware accompany the new order activities that are now commonplace (Korn Ferry, 2020).

Tested agility in the recovery process for the covid-19/coronavirus pandemic, which is a joint homework and has high value when compared to the academic world. Agility is reflected in the willingness of every personnel in their behavior in technology. The application in the daily work activities of each personnel by understanding the development of information technology and knowing how to operate it smoothly is included in the good category.

The disparities between agility and employee performance in previous studies serve as the driving force behind this investigation. Numerous study discovered a substantial relationship between employee performance and agility (Jatmiko and Puspitasari, 2019; Raharso, 2018; Pratamasari, 2019; Dai *et al.*, 2013). On the other hand (Saputra *et al.*, 2018) found a non-significant effect of agility on employee performance.

The goal of this study is to examine the relationship between information technology adoption and employee performance, as well as the relationship between adoption of new technologies and learning organizations.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Information technology implementation

Information technology is defined by the Information Technology Association of America (ITAA) as the study, planning, development, implementation, support, or management of computer-based information systems, particularly computer hardware and software applications for converting, storing, protecting, and processing, transmitting, and obtaining information in general (Sutarman, 2009). Rajagukguk, (2013) Information technology is used in information management, which is now a crucial component due to the pressure of corporate competitiveness, the need for a faster response time, and the globalization of the economy's influence. The use of information technology in human resources is crucial (Gary Dessler, 2010 in Tetuko, 2019). Technology improves the function of human resources in terms of service, customer information center, and outsourcing. Meanwhile, according to Mulyadi, (2014), information technology includes computers (both software and hardware), various electronic equipment, factory equipment and telecommunications. Social considerations, individual feelings, task fit, long-term effects, and the use of information technology itself are among the elements that affect its utilization (Tetuko, 2019).

Tetuko (2019) discusses information technology indicators based on Chin and Todd (1995) in Nur Maflikhah (2010). Technology indicators consist of two categories, namely usefulness and effectiveness. The benefits include making work easier, technically operational, and increasing productivity. While the aspect of effectiveness is enhancing effectiveness and developing job performance.

Agility

The concept of agility was put forward by Lombardo and Eichinger (2000), namely the willingness and ability to learn from experience and then apply it to new conditions or the first time. Facing the era of innovation and disruption, speed has become

the new normal (Budiarini, 2017). United Nation in its business forum mentions the term VUCA (volatile, uncertainty, complexity, ambiguity) (UNECE, 2017). Expanding knowledge of an individual's ability to learn from experience, education, and training, is now known as learning agility (Derue *et al.*, 2012), which refers to a person's ability and willingness to apply lessons from past experiences to improve future performance. front (Dai *et al.*, 2013).

The concept of agility is increasingly being implemented in the new normal era after the coronavirus/covid-19 pandemic. Reviews and discussions from business consultants, practitioners, Asia-Pacific economists, and global business actors met in a forum related to the response to the pandemic that affected their company's performance. - there is a top strategic priority in the minds of senior leaders that make the list of the 10 World's Most Admirer Companies: agility (Ferry, 2020), meaning, (during the pandemic) this is the highest priority strategy in the minds of senior leaders gathered in Top 10 World's Leading Companies, namely agility. Building and developing organizational agility is one of the important transformation initiatives (Saputra, 2018).

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Good performance or performance, an organization needs to have the capability to be able to exploit change, known as agility (Raharso, 2018). In accordance with its development, the concept of agility is increasingly being suggested for the ongoing process of an organization during a pandemic. Agility is reflected if it meets the criteria of being innovative, proactive, reflective, willing to take risks, and resilience (Mitchinson *et al.*, 2012). If these attitudes are reflected in every personnel of the state civil apparatus, they will be included in the proactive group in dealing with the COVID-19/coronavirus pandemic. The eight habits needed by a leader in the difficulties of a pandemic include having a purpose, empathy, calm, clear, and confident, orienting and reflecting, inspiring, being tough (agility), an alert mindset, and daring to take risks (Yi *et al.*, 2020).

Organizational Learning

Organizational learning and learning organization are different things (Hardi, 2010). Dodgson (1993), a learning organization is seen as an organization that adopts a learning structure and strategy. According to Marquardt (2002) Organizational learning is described as a rise in knowledge and productivity skills attained via a company's commitment to and opportunity for ongoing improvement. Organizational learning is influenced by three organizational values: dedication to learning, open-mindedness, and shared vision (Sinkula *et al.*, 1997 in (Hardi, 2010)). Four criteria are used to gauge a company's commitment to learning: 1) the ability to learn as the key to competitive advantage; 2) learning as the key to growth; 3) employee learning as an investment; and 4) learning as the key to ensuring the company can survive.

Organizational learning runs optimally if it meets the input facilitation indicators, cooperative leaders, staff participation, knowledge transition both internally and externally, and work. Input facilitation means that there is a forum held within the organization that aims to monitor and evaluate the organization's performance. Of course, the forum was attended by all staff and employees within the organization. Next is a cooperative leader related to the learning carried out. This means that the learning process is not only top-down, but also bottom-up, which arises from phenomena among staff/subordinates. Organizational learning is effective if all staff are actively involved in the organizational learning process. The learning is universal, apart from being obtained from the internal scope of the organization, it is also obtained from outside the organization/externally. After organizational learning is obtained by all employees / staff, ideally the learning outcomes are applied in teamwork or work groups.

Performance of the State Civil Apparatus

The effects of the covid-19/coronavirus pandemic on performance conditions, especially in the realm of government, have an impact. This impact implies that personnel or apparatus under the scope of their organization work extra to be able to recover in relation to productivity/performance. Gupta (2013) in Putra and Surya (2020) argues that businesses need workers who can complete tasks more quickly and effectively, hence they want workers with good job performance. For effective and efficient performance, companies must be able to manage human resources well and maintain the performance of their best employees who have a high commitment to the company. Performance is a benchmark used by companies to measure the extent to which employees can develop the tasks they carry out and how there is progress experienced by the company going forward (Suharnomo and Subakti, 2013 in Putra and Surya, 2020).

High individual performance can enhance the effectiveness of the entire business. Goodhue and Thompson (1995) in (Salamah, 2012) assert that the accomplishment of a number of individual tasks is related to the attainment of an individual performance. Higher performance translates to greater effectiveness and efficiency in carrying out organizational tasks. In comparison to other elements and techniques, human resources have the largest role in implementing different types of labor. (Hensen and Wernerfelt 1989 in (Salamah, 2012)).

Based on several references that have been submitted in the previous paragraph, the performance of the state civil apparatus accommodates aspects of indicators of consistency, accountability, clarity, control, contingency, comprehensiveness, results, benefits, and ASN behavior. Consistent means that performance is carried out continuously at work. Accountable means that performance must be measured and calculated through the rules that are enforced. Performance must be clearly in line with organizational goals. Controlled means that every performance is known by the leadership of the organization to match the signs desired by the organization. Contingency means that current performance is also prepared for the organization's work program in the future. Comprehensive means that performance is carried out carefully and continuously. In relation to the state civil apparatus, the performance of the regulation is guided by Law Number 5 of 2014 which explains that the performance of ASN must have targets according to the proposed employee performance targets, oriented towards results, benefits, and also regulates related behavior so that it remains in accordance with applicable norms.

Relationship between variables

The influence between the implementation of information technology and organizational learning

Zhang and McCullough (2002) found that organizational learning has an influence on information technology capabilities. The influence of information technology implementation (independent variable) and organizational learning and the link between independent variables and anticipated intervening variables. The analysis used in the correlation between these variables uses simple regression analysis to determine the direct effect, which is then combined with the dependent variable to see the effect indirectly and simultaneously with multiple regression analysis. Information technology adoption and organizational learning have a favorable and significant association, according to prior studies (Hussein *et al.*, 2014). Information technology implementation is directly impacted by organizational learning. The standard coefficient's positive and significant sign suggests that the adoption of information technology increases with organizational learning (Hardi, 2010).

The effect of agility on organizational learning

The relationship between independent variables and projected intervening variables in the influence of agility and organizational learning. The analysis used in the correlation between these variables uses simple regression analysis to determine the direct impact, which is then combined with the dependent variable to see the effect indirectly and simultaneously (indirect impact) with multiple regression analysis. Agility and organizational learning have a positive and significant effect (Holbeche, 2018).

The effect of the implementation of information technology on the performance of ASN

Information technology capabilities are able to encourage better company performance (Bharadwaj, 2000 in Hardi, 2010). The relationship between the independent variable and the dependent variable is reflected in the effect of information technology implementation (independent variable) and performance (dependent variable). The analysis used for the correlation between these variables uses simple regression analysis to determine the direct impact. The discussion in previous research revealed that the relationship between information technology implementation and employee performance was significantly positive (Tetuko, 2019).

The influence of agility on the performance of ASN

The relationship between the independent variable and the dependent variable is reflected in the influence of ASN agility (independent variable) and performance (dependent variable). The analysis used correlation between these variables using simple regression analysis to determine the direct effect. The results of previous studies showed the influence between agility and performance was positive and significant (Raharso, 2018).

The effect of organizational learning on the performance of ASN

The effect of organizational learning and performance in this study represents the relationship between the intervening organizational learning variable and the dependent variable, namely employee performance. This relationship is combined with the correlation of the effect by the previous independent variable to be applied in the path of multiple linear regression analysis which produces an indirect effect. The relationship between organizational learning and ASN performance is positive and significant as previous research that has been carried out (Hussein *et al.*, 2014). Based on the literature review and hypothesis development, the empirical model can be described in Figure 1 below.

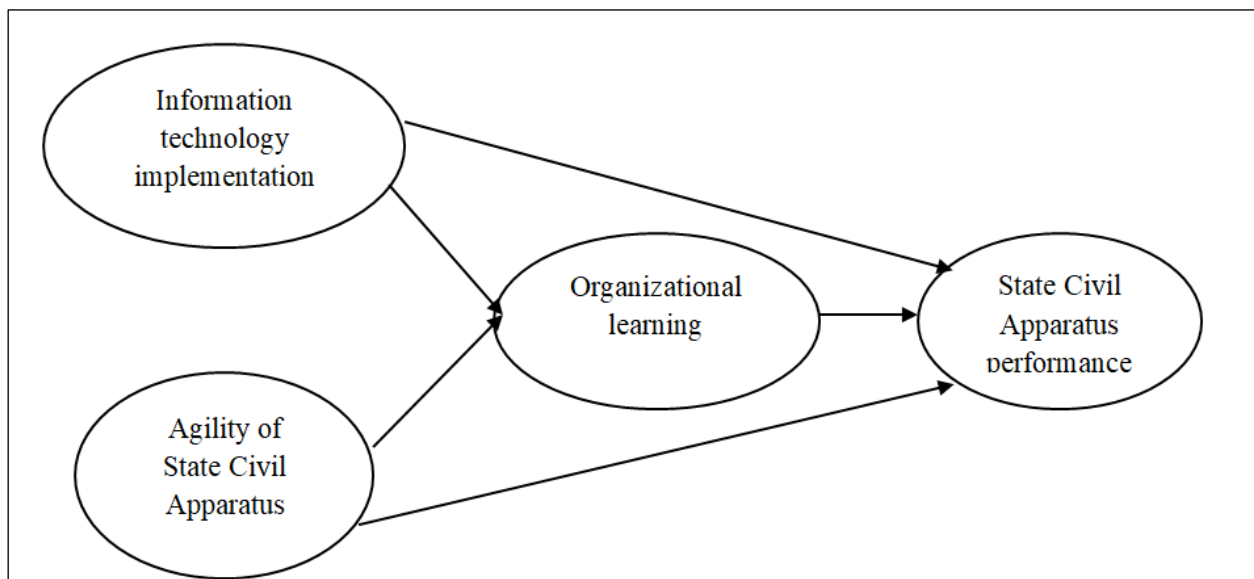


Figure 1: Empirical model

RESEARCH METHODS

Population and sample

The population is the whole of the research subjects (Arikunto, 2010), which means that all people/things/things that fall into a certain area can be considered as a population. The population in this study is the state civil apparatus (ASN) in the Pekalongan Regency Government.

The sample selection method in this research is purposive sampling (Sugiyono, 2011). Purposive sampling was conducted to determine respondents who fit the criteria, namely: (1) employees who have become state civil servants (ASN) within the Pekalongan Regency Government. (2) the respondent is not currently studying for more than one month/ is in the office. And, (3) respondents are not on leave for a long time outside of the state's responsibility. This study used 100 samples to be tested. This is also adjusted to

the maximum capability of running data for the SmartPLS 3.3 application. Student License used by researchers.

Operational Definition of Research

The operational definition of the variables that will be used in this study is shown in table 1 as follows.

Table 1: Definition of Operational Variables

No.	Variable	Operational definition	Indicator
1.	Information Technology Implementation	The implementation of information technology in human resource management leads to usefulness, effectiveness, efficiency, and ease in the process of completing work in the organization.	1. Benefits 2. Effectiveness 3. Efficiency 4. Convenience (Chin and Todd, 1995, Nur Maflikhah, 2010:78 in Tetuko, 2019)
2.	Agility of State Civil Apparatus	Agility of State Civil Apparatus is the ability to respond quickly and flexibly in the face of uncertain changes/disruption era at the current momentum for State Civil Apparatus.	1. Responsive 2. Competent 3. Speed 4. Flexibility (Raharso, 2018)
3.	Organizational Learning	Organizational learning is a process in a forum which bridges the input from participants who actively participate in exchanging knowledge gathered in group work or as a team.	1. Facilitate input 2. Cooperative leader 3. Staff participation 4. Knowledge transition both from internal and external 5. Work groups / teamwork (Shahrabi, 2012)
4.	State Civil Apparatus performance	State Civil Apparatus performance is the output and outcome of individual that are valued consistently, accountable, clear, and accountable to the work results, organizations, and institutional leaders.	1. Consistency 2. Accountable 3. Clear 4. Controlled 5. Contingencies 6. Comprehensive (Mahmudi, 2011) 7. Target 8. Results 9. Benefits 10. ASN Behavior (Law No. 5 of 2014)

Source: Reference processed (Author, 2021).

RESULTS

Testing the Measurement Model

Outer Loading Factor

An explanation of the latent construct is thought to have a strong enough validity when the loading factor value is 0.50 or above (Hoc, Fong and

Law, 2014). Table 2 shows the value of the initial outer loading on the variables of information technology adoption, state civil apparatus agility, organizational learning, and state civil apparatus performance. As stated by Hair Jr *et al.* (2021) Indicators with a loading factor value of 0.5 to 0.6 are considered adequate.

Table 2: Initial Outer Loading

	Implementasi TI	Agilitas ASN	Organizational Learning	ASN performance
X1.1	0.763			
X1.2	0.870			
X1.3	0.844			
X1.4	0.711			
X2.1		0.824		
X2.2		0.791		
X2.3		0.741		
X2.4		0.741		
Z1.1			0.789	
Z1.2			0.617	
Z1.3			0.698	
Z1.4			0.784	
Z1.5			0.731	

	Implementasi TI	Agilitas ASN	Organizational Learning	ASN performance
Y1.1				0.742
Y1.2				0.817
Y1.3				0.816
Y1.4				0.897
Y1.5				0.827
Y1.6				0.742
Y1.7				0.666
Y1.8				0.781
Y1.9				0.756
Y1.10				0.631

Source: The research results are processed using the SmartPLS 3.3 application,(2021).

After all indicators are considered valid (outer loading > 0.50), the results of calculating the final path diagram are depicted in Figure 2. as follows;

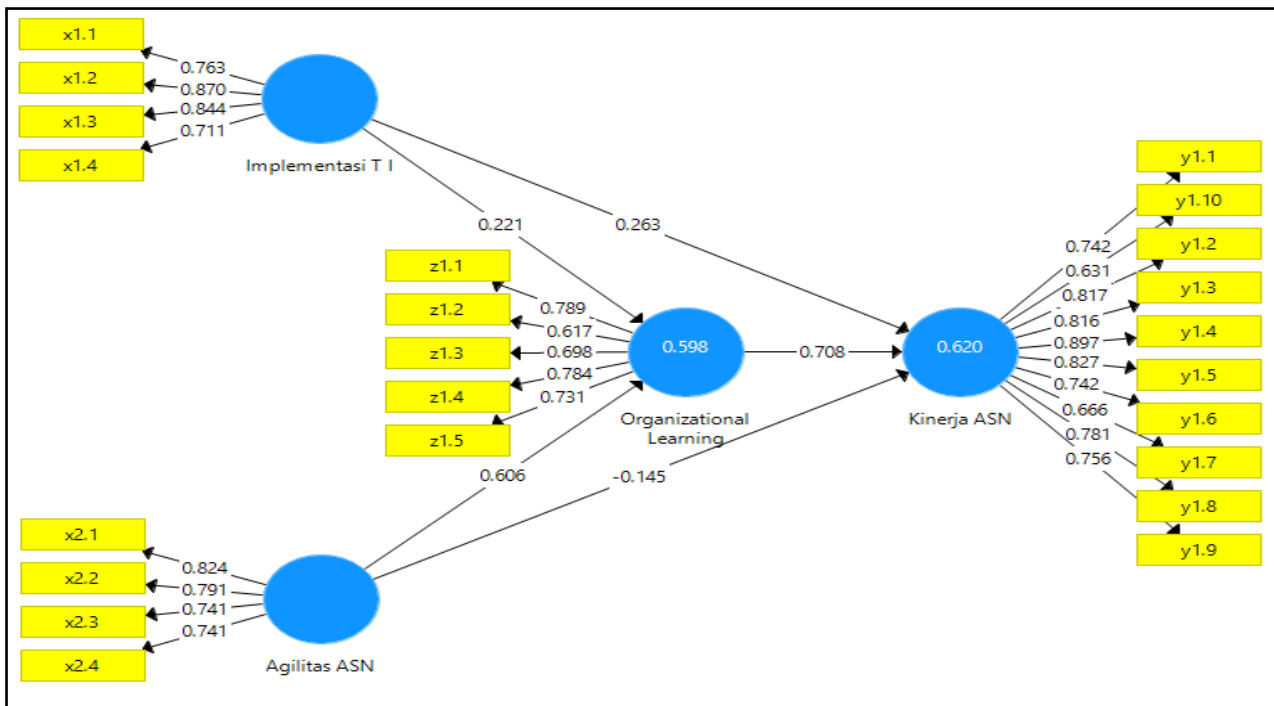


Figure 2: Path diagram

Reliability and Validity Test

Table 3: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
Information Technology Implementation	0.809	0.811	0.875	0.639
Agility ASN	0.786	0.797	0.857	0.601
Organizational Learning	0.780	0.801	0.847	0.528
ASN performance	0.923	0.929	0.936	0.595

Source: The results of data processing using the SmartPLS 3.3 application. Student License, Author (2021)

All research variables have composite reliability and Cronbach's alpha values over 0.70, as shown by Table 3. As a result, it can be claimed that the indicators employed for this research variable are trustworthy. Use the average variance extracted (AVE) value with a limit value over 0.50 to assess the validity in the interim. All of the variables in Table 4.9 have AVE values more

than 0.50, as can be observed. This indicates that all variables and indicators have been deemed valid.

Discriminant Correlation Test

To determine the association between the components and other constructs, a discriminant correlation test was performed. It can be said that a

construct has a high level of validity if the square root of the average AVE for that construct is greater than the correlation between that construct and the other

constructs in the model. Table 4 below provides a summary of the findings of the discriminant validity value in this investigation.

Table 4: Discriminant Validity Value

	Agilitas ASN	Implementasi Teknologi Informasi	Kinerja ASN	Organizational Learning
Agility ASN	0.775			
Information Technology Implementation	0.681	0.799		
ASN performance	0.570	0.613	0.771	
Organizational Learning	0.756	0.634	0.765	0.727

Source: Results of Smart PLS 3.3 analysis. Student License, Author (2021).

Table 4 all of the latent variables in the study have strong construct validity and discriminant validity, as evidenced by the comparison of the AVE root values, which reveals that each of these values is greater than the correlation between other variables.

Direct Effect Analysis

The comparison of the AVE root values, which shows that each of these values is bigger than the correlation between other factors, demonstrates that all of the latent variables in the study have good construct validity and discriminant validity.

Table 5: Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Agility ASN → ASN performance	-0.145	-0.144	0.127	1.141	0.254
Agility ASN → Organizational Learning	0.606	0.603	0.084	7.178	0.000
Information TI → ASN performance	0.263	0.274	0.106	2.470	0.014
Implementasi TI → Organizational Learning	0.221	0.229	0.090	2.454	0.014
Organizational Learning → ASN performance	0.708	0.698	0.083	8.535	0.000

Source: Research results processed with SmartPLS 3.3. Student License, Author (2021).

According to the path coefficient shown above, a choice regarding whether to accept or reject a hypothesis is made using the original sample value, p value, or t statistics. If t statistics > t table or p value 0.05, the hypothesis can be accepted. Direct effect analysis was employed in this study to examine hypotheses 1 through 5.

DISCUSSION

Hypothesis 1 Effect of Information Technology Implementation with Organizational Learning (hypothesis accepted). This is evidence of the acceptance of the independent variable Information Technology Implementation that affects the Intervening Organizational Learning variable (direct influence). A positive and significant relationship means that every increase in the coefficient of Information Technology Implementation affects the significance of the increase in the value of Organizational Learning. Judging from the constituent indicators, the biggest influential context is related to the implementation of information technology in the form of an application system that creates new learning in work forums at regional organizations in Pekalongan Regency. Additionally consistent with earlier findings is hypothesis 1, by Nurjanah (2016) it claims that organizational learning is positively and significantly impacted by the usage of information technology.

Hypothesis 2 Effect of Agility of State Civil Apparatus with Organizational Learning (hypothesis accepted). This demonstrates that the independent variable Agility of the State Civil Apparatus, which directly influences the intervening variable Organizational Learning, is accepted. Every increase in the State Civil Apparatus' Agility Coefficient has a positive and significant correlation with the importance of the rise in the value of organizational learning. The Pekalongan Regency Government will experience a rise in organizational learning if the ASN's role is bundled in a forum, according to the constituent indicators. The fourth theory is consistent with earlier studies by Raharso (2018) it asserts that organizational learning is positively and significantly impacted by agility.

Hypothesis 3 The idea is accepted because information technology implementation has a positive and significant impact on ASN performance). This demonstrates that the independent variable of information technology implementation, which directly influences the dependent variable of state civil apparatus performance, is accepted. When a relationship is positive and significant, it signifies that every rise in the information technology implementation coefficient has an impact on how significantly the performance value of the state civil apparatus has increased. According to the constituent

indicators, the efficacy of information technology utilization has the most bearing on how simple it is for regional apparatus organizations in Pekalongan Regency to complete their tasks. Additionally consistent with earlier findings is Hypothesis 1, by Salamah (2012) which claims that the use of technology improves employee performance in a positive and meaningful way.

Hypothesis 4, It is acknowledged that the deployment of information technology has a beneficial and significant impact on ASN performance. This demonstrates that the independent variable of information technology implementation, which affects the dependent variable of state civil apparatus performance, is accepted. A positive and significant association suggests that every rise in the information technology implementation coefficient has an impact on how much the state civil apparatus's performance value rises. According to the constituent indicators, the efficacy of information technology utilization has the most bearing on how simple it is for regional apparatus organizations in Pekalongan Regency to complete their tasks. Additionally consistent with earlier findings is Hypothesis 4, by Salamah (2012) which claims that the use of technology improves employee performance in a positive and meaningful way.

Hypothesis 5, Organizational Learning has a positive and significant effect on the Performance of the State Civil Apparatus. This means that the higher the Organizational Learning, the higher the Performance of the State Civil Apparatus. So, hypothesis 5 is accepted.

CONCLUSIONS

1. Organizational learning is significantly and favorably affected by the implementation of information technology. This implies that organizational learning increases as information technology adoption increases. As a result, hypothesis 1 is true..
2. Agility of the State Civil Apparatus has a positive and significant effect on Organizational Learning. This means that the higher the Agility of the State Civil Apparatus, the higher the Organizational Learning. So, hypothesis 2 is accepted.
3. The performance of the State Civil Apparatus is positively and significantly impacted by the adoption of information technology. This implies that the performance of the State Civil Apparatus will increase in direct proportion to the level of information technology adoption. As a result, theory 3 is adopted.
4. State Civil Apparatus Agility has no significant effect on State Civil Apparatus Performance. The direction of the relationship between State Civil Apparatus Agility and State Civil Apparatus Performance is also negative. This means that the ups and downs of the score of the State Civil Apparatus Agility variable will not have a

significant effect on the Performance of the State Civil Apparatus. So, hypothesis 4 is rejected.

5. Organizational Learning has a positive and significant effect on the Performance of the State Civil Apparatus. This means that the higher the Organizational Learning, the higher the Performance of the State Civil Apparatus. So, hypothesis 5 is accepted.

Managerial implications

The results of the study indicate that the implementation of Information Technology has a positive and significant effect on the Performance of the State Civil Apparatus. The phenomenon that can be taken from the focus of research in the Pekalongan Regency Government is the use of information technology which has felt its benefits to the performance of the State Civil Apparatus. The use of information technology makes work more effective and efficient, it can also become a new digital system that can connect relationships between regional device organizations (OPD) and support digital interactions. Because it is a new thing, the interaction that exists can be in the form of learning between fellow users of the digital system.

Research limitations

The limitations of the research that has been carried out are related to the research location which is limited to the Pekalongan Regency Government. Next, regarding the selected intervening variables, namely the focus on organizational learning. Even though several references show that the agility variable is still very open if further investigated its influence on other relevant variables, such as knowledge sharing, self-efficacy, and transformational leadership, and so on. No less important, this research has a limited number of respondents, namely 100 respondents. This is indeed limited by the software owned by the author, namely SmartPLS 3.3. Student License which limits the maximum number of data that can be processed to 100. For those who have a Professional License or other applications, more data may be processed.

Future research agenda

Discussion of the influence of the agility variable on other variables. Agility is a relatively recently developed variable so that research is still wide open. In addition, the era of disruption that demands rapid change makes agility act as a solution factor to answer these global challenges.

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