

The Influence of Agile Leadership, Resilience and Technology Sensing on Employee Performance with Employee Well Being as an Intervening Variable on State Civil Apparatus (ASN) Employees at the Forestry Service of East Java Province

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Abstract

The Forestry Service has the task of organizing part of the provincial government affairs in the forestry sector based on the principle of autonomy which is the authority, deconcentration and assistance tasks, and other tasks in accordance with the policies set by the Governor based on applicable laws and regulations. According to the Regulation of the Governor of East Java No. 84 of 2016, the Forestry Service is an implementing element of government affairs in the forestry sector led by the Head of the Service who is positioned under and responsible to the Governor through the Regional Secretary of East Java Province. The problems that still arise in the organization are the declining work spirit of employees, due to the rapid development of the use of information technology (more sophisticated), and the level of communication and Employee Well Being is still relatively poor. This study was conducted to fill this gap, and create a model with Employee Well Being as an intervening variable, which has not been widely studied, especially ASN in the forestry sector. The purpose of this study was to determine the effect of agile leadership, resilience and technology sensing on employee performance with employee well being as an intervening variable on State Civil Apparatus (ASN) Employees at the East Java Provincial Forestry Service. This study uses a quantitative method with primary data sources obtained from distributing questionnaires. The population of this study was all employees at the East Java Provincial Forestry Service. Respondents were selected using a saturated non-probability sampling method, totaling 100 participants. Data analysis involved descriptive analysis and SEM-PLS analysis. The study finds that agile leadership, resilience, and technology sensing positively and significantly impact employee performance by improving employee well-being among ASN employees at the East Java Provincial Forestry Service.

Keywords: agile leadership, resilience, technology sensing, employee well being, employee performance.

INTRODUCTION

Very high competition occurs in the world of work in the modern era today. The main challenge for individuals and groups is no longer competing domestically but also globally. Human resources (HR), along with other components such as capital, are one of the most important components in the context of an organization (Maulyan, 2019). Because humans are very important to an organization, managers must understand the importance of human resource management (Samsuni, 2017).

The role of HR is very important in supporting the success of a company (organization). Githinji & Gachunga (2017) stated that HR plays a significant role in carrying out various company functions. Human resource management (HRM) includes various parts, such as recruitment, development, compensation, maintenance, and separation of workers, all in an effort to achieve organizational goals (Rommy et al., 2022; Kasmir, 2016). Employee management is one of the important HRM tasks, which includes planning, selecting, and placing human resources according to

the needs of the company (Afandi, 2018; Sinambela, 2021). An organization's HR can be a measure of its success in achieving its goals and vision. Therefore, companies must strive to manage their employees effectively so that they can produce HR who are satisfied with their work (Zhafira et al., 2022).

Civil Service Apparatus (ASN) employees at the East Java Provincial Forestry Service continue to update their human resources, technology, and services to be the best in carrying out their duties in serving the community in terms of forestry.

Employee performance in an organization has a significant impact on the overall performance of the organization (Sasidaran, 2018; Riwukore et al., 2021). Diamantidis (2018) proved that employee performance is positively correlated with organizational performance. Performance is a term that refers to employee performance measured using standards set by the company and of course is evidence of employee success in their work (Darma & Supriyanto, 2017; Weller et al., 2020).

The success of a company is highly dependent on the performance of its human resources. Furthermore, the role of employee performance is very important for the operation of a company. To ensure that employee performance can progress and develop optimally and effectively, the company's leadership and management need to provide proper direction and guidance.

Leadership is one of the components that can influence the improvement of employee performance. One of the things related to the effectiveness of leadership in the workplace is inseparable from the values and good attitudes of the leader (Gunawan et al., 2023). Pratama (2024) proved the influence of agile leadership on employee performance. Meanwhile, Surapto et al. (2024), showed different results that agile leadership had no effect on employee performance. Agile leadership is an approach to leadership that aims to create an organization that is responsive, innovative, and adaptive to changes in the fast and dynamic business environment.

Employees are an important part of the company because they can help the company in carrying out all the actions needed to achieve the goals. In addition, employees act as executors of management tasks. To achieve these goals, supervision from the leadership is needed so that employee resilience can be monitored in order to monitor in improving employee performance for the sustainability of the company. Employee resilience or the ability of employees to overcome challenges and changes. Employees who are resistant to challenges will be better able to maintain their productivity even in difficult circumstances.

Resilience of a person to continue working for one company and not moving to another company allows employees to go through the adaptation process from the beginning until they become familiar with the company's rules and regulations. The circumstances that make employees feel at home and stay in the company help the company manage the situation well to achieve employee goals (Ahyani & Puspitasari, 2019).

Individuals will feel happy and feel that their lives are meaningful after achieving something. A person will devote and express his work with high enthusiasm, dedication, and appreciation if he sees his work as a responsibility that will make him better and beneficial for himself. Resilient employees are more likely to show proactive behavior, high initiative, and dedication in their work.

In addition to resilience, employee performance is also influenced by the use of technology integration and employee well-being. Mayasari et al. (2024), proves that technology integration has a positive impact on Employee Well-Being. Berlianty et al. (2022), provides insight into the effectiveness and efficiency of technology in managing ergonomics-based work accident risks. Meanwhile, Mujanah & Aini (2020) stated that working conditions and organizational culture have a significant effect on employee performance. Furthermore, Kusumiartono, Brahmasari, & Ardiana (2022) prove that knowledge sharing and teamwork have a significant effect on employee engagement and employee performance. The company's goal is to achieve the targets that have been set, which requires employees to be responsible in carrying out their duties as well as innovation and effective communication among employees (Khairunisa 2020).

The Forestry Service has the task of organizing part of the provincial government affairs in the forestry sector based on the principle of autonomy which is the authority, deconcentration and assistance tasks, and other tasks in accordance with the policies set by the Governor based on

applicable laws and regulations. According to the Regulation of the Governor of East Java No. 84 of 2016, the Forestry Service is an implementing element of government affairs in the forestry sector led by the Head of the Service who is positioned under and responsible to the Governor through the Regional Secretary of East Java Province.

The problems that still arise in the organization are the declining work spirit of employees, due to the rapid development of the use of information technology (more sophisticated), and the level of communication and Employee Well Being is still relatively poor. This study was conducted to fill this gap, and create a model with Employee Well Being as an intervening variable, which has not been widely studied, especially for ASN in the forestry sector.

The explanation above shows some gaps that need to be noted. The gaps are seen from previous studies that only focus on certain variables without considering other indicators that can also affect employee performance, so the study is considered incomplete. Another gap is the limited literature that discusses technology sensing as a process of improving the quality of life of employees in organizations.

This study aims to determine the effect of agile leadership, resilience and technology sensing on employee performance with employee well-being as an intervening variable on State Civil Apparatus (ASN) Employees at the East Java Provincial Forestry Service. Based on the available literature, the following hypotheses are developed:

1. Agile Leadership has a positive and significant influence on Employee Well Being
2. Agile Leadership has a positive and significant effect on Employee Performance
3. Resilience has a positive and significant effect on Employee Well Being
4. Resilience has a positive and significant effect on Employee Performance
5. Technology Sensing has a positive and significant effect on Employee Well Being
6. Technology Sensing has a positive and significant effect on Employee Performance
7. Employee Well Being has a positive and significant effect on Employee Performance

A research framework that describes the relationship between research variables can be built based on the problems and literature review shown in Figure 1.

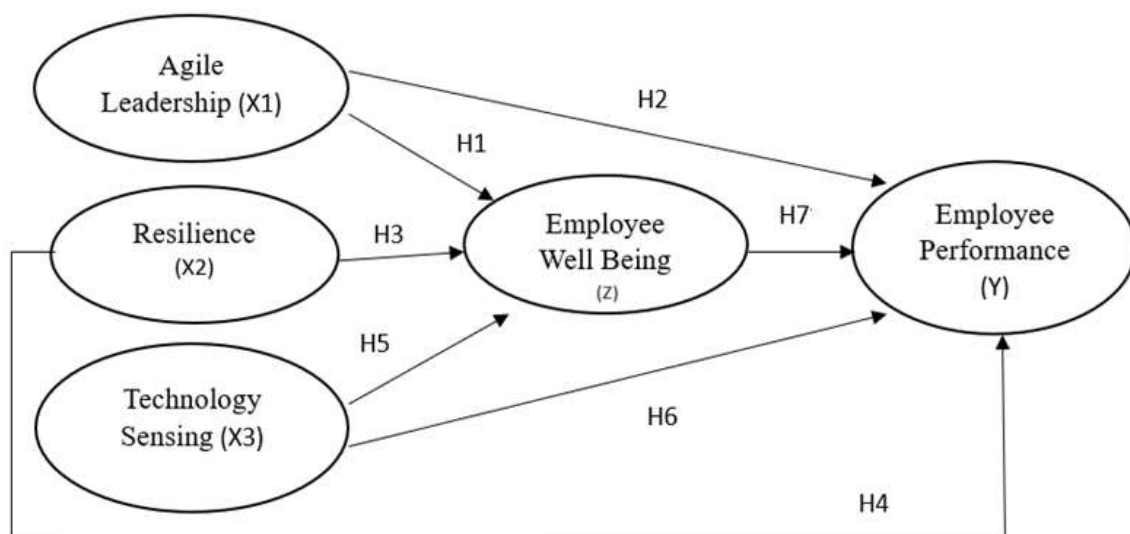


Figure 1. Research Concept Framework

RESEARCH METHOD

This research is a causal research. The population of the study was all employees at the East Java Provincial Forestry Service. The selection of respondents was carried out using the saturated non-probability sampling method with a total of 100 respondents. Using the saturated sampling method, which is included in non-probability sampling. The analysis technique used SEM (Structural Equation Modeling) with the help of Warp PLS (Warp Partial Least Square) software.

The data source in this study is primary data, obtained from questionnaire responses. Data were collected by providing several statements in the questionnaire and about their demographic factors, perceptions of responses using a 5-level Likert scale with a score interval of 1 (strongly disagree) to 5 (strongly agree), then descriptive statistical analysis and hypothesis testing were carried out (Kyriazos & Stalikas, 2018).

After testing the instrument, a measurement model was conducted, namely the outer model and inner model tests. The Goodness of fit overall model test was conducted to see the structural model and measurement model in an integrated manner. Finally, a hypothesis test was conducted.

RESULTS AND DISCUSSIONS

Description of respondents including gender, age, education level, and marital status is shown in Table 1 as follows:

Table 1. Characteristics of respondents (N = 100)

Characteristics		Frequency	Percentage (%)
Gender	Male	66	66.0
	Female	34	34.0
Age	< 20 years	-	-
	20-30 years	26	26.0
	30-40 years	13	13.0
	40-50 years	31	31.0
	> 50 years	30	30.0
Education Level	DI/DII/DIII	5	5.0
	S1	30	30.0
	S2	16	16.0
	S3	1	1.0
	High School/Vocational	47	47.0
	School/Islamic Senior	1	1.0
	High School		
	Junior High School/Islamic Junior High School		
Length of work	< 5 years	31	31.0
	5-10 years	8	8.0
	10-15 years	23	23.0
	15-20 years	20	20.0
	> 20 years	18	18.0

Descriptive data analysis of 100 respondents showed that: the gender of respondents was dominated by men (66.0%). Respondent characteristics based on age, dominated by the age range of 40-50 years, which is 31.0%, at the age of >50 years, as much as 30.0%, and at the age of 20-30 years, as much as 26.0% of respondents. The education level of the majority of respondents was high school / vocational school / MA which reached 47.0%, diploma education 5.0%, while S2 education 16.0%, and the rest had S3 AND SMP / MTs education, each 1.0%. The length of work of the majority of respondents was < 5 years as much as 31.0%, and 10-15 years as much as 23.0%.

The goodness of fit model is analyzed from the value of Average Path Coefficient (APC), Average R Squared (ARS), Average adjusted R-squared (AARS) and Average Variance Inflation Factor (AVIF). Table 2 shows the results of the analysis. Where AVIF and APC indicate the multicollinearity of independent variables and their relationships. The evaluation data informs that the model is acceptable.

Table 2. Goodness of fit model

Results	P-Value	Criteria	Description
Average path coefficient	0.332	> 0.001	Supported
Average R-squared	0.731	> 0.001	Supported
Average adjusted R-squared	0.724	> 0.001	Supported
Average block VIF	1,903	< 5,000	Supported

Source: WarpPLS Output

Validity Test of Research Variables

Discriminant validity is indicated by the AVE,s (square roots of average variance extracted) value, where the AVE,s value is in the diagonal position in the correlations among latent variables output of WarpPLS, and the expected value is greater than the correlation value in the same block. Based on Table 3, the value in the diagonal block is greater than the value in the same block. Thus, all variables meet the criteria for discriminant validity.

Table 3. Correlations among latent variables

Variable	Agile_L	Resilience	Tech_Se	Emp_Bei	Emp_Per
Agile_L	0.816	0.488	0.241	0.567	0.726
Resilience	0.488	0.886	0.679	0.609	0.109
Tech_Se	0.241	0.679	0.689	0.448	-0.050
Emp_Bei	0.567	0.609	0.448	0.882	0.153
Emp_Per	0.726	0.109	-0.050	0.153	0.842

Source: WarpPLS Output

Reliability Test of Research Variables

Reliability testThe research variables are measured using two criteria, namely composite reliability and Cronbach's alpha.

Table 4. Reliability Test Results

Cut Off Value		Agile_L	Resilienc e	Tech_Se	Emp_Bei	Emp_Per	Notes
Cronbach's Alpha	> 0.6	0.744	0.822	0.701	0.790	0.772	All meet the requirements
Composite Reliability	> 0.7	0.701	0.779	0.768	0.764	0.850	

Source: WarpPLS Output

Table 4 shows that the cronbach alpha value of each variable is greater than 0.6. Also, the composite reliability value is greater than 0.7. Therefore, all constructs have met the requirements.

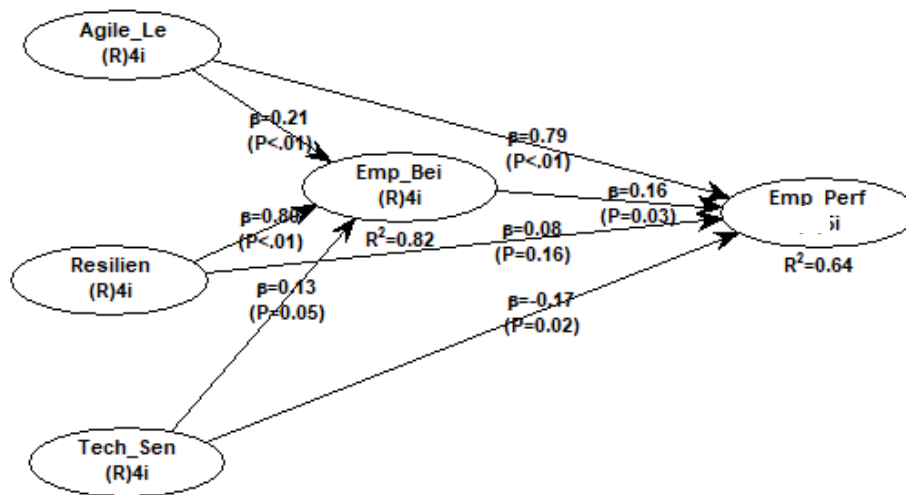


Figure 2. Path coefficient of research model

Hypothesis testing

Hypothesis testing is carried out based on the estimated significance values of the research model parameters as seen in Table 5.

Table 5. Hypothesis Testing

H	Relationship	Standardized Coefficient	P_value	Decision
H1	Agile Leadership → Employee well being	0.207	0.004	Significant
H2	Agile Leadership → Employee Performance	0.793	0.000	Significant
H3	Resilience → Employee well being	0.795	0.000	Significant
H4	Resilience → Employee Performance	0.079	0.162	No Sig.
H5	Technology Sensing → Employee well being	0.129	0.043	Significant
H6	Technology Sensing → Employee Performance	0.166	0.018	Significant
H7	Employee well being → Employee Performance	0.156	0.025	Significant

Source: WarpPLS Output

DISCUSSION

1. Agile Leadership has a significant influence on Employee Well Being

The findings of this study inform that Agile Leadership has a significant effect on Employee Well Being. Thus, Agile Leadership provides reinforcement to Employee Well Being, this evidence shows that Agile Leadership in East Java provincial forestry employees according to respondents is good. This is reflected in the respondents' answers which state that leaders have agile abilities in using a broader perspective to scan internal aspects of the organization, predict significant changes that may occur, leaders have the ability to use a broader perspective to scan external aspects of the organization, determine decisions to be taken to achieve the desired results. Also, leaders are able to identify stakeholders affected by the initiative, seek advice to contribute to improving the effectiveness of the initiative, and are able to seek stakeholder ideas that affect the quality of the strategy.

Agile Leadership is the ability of a leader to make wise and effective decisions in a complex, volatile and rapidly changing environment (Joiner & Joseph, 2007). Agile leadership is the ability to learn new leadership styles and flexibly replace traditional leadership in an effort to quickly respond

to dynamic and changing circumstances (Meyer & Meijers, 2017). Agile leadership is more about embracing flexible, adaptive strategies based on external and internal changes in creating connected experiences with value among all stakeholders (Chatwani, 2019).

This study confirms Akkaya's statement (2020) which states that managers who demonstrate agile leadership can directly or indirectly improve the company's dynamic capabilities through a favorable organizational environment, motivating employees to practice open-mindedness, live exemplary and innovative lives. This study is in accordance with the findings of Pratama & Almansur (2024) which show that agile leadership has a significant positive effect on job satisfaction, agile leadership has a significant positive effect on employee performance, and agile leadership has a significant positive effect on employee performance through job satisfaction. Also in accordance with Marwan's statement (2019) that Employee Well-being is a condition where employees feel happy working in a company. They assess this happiness based on their views, feelings, and perceptions of their work and their company. One important thing about employee well-being is how much employees believe that the company's senior leaders really care about their well-being. However, the survey results show that only around 39% of employees think that their senior leaders really care about them.

2. Agile Leadership has a significant influence on employee performance

The findings of this study inform that Agile Leadership has a significant influence on employee performance. Thus, that Agile Leadership provide reinforcement to employee performance. This evidence shows that Agile Leadership in East Java provincial forestry employees according to respondents is already good. This is reflected in the respondents' answers stating that the leadership identifies new opportunities, changes difficult problems into achievable targets, even the leadership identifies on a larger scale, defines clearly by considering the assumptions underlying new alternatives, from the perspective of others.

The results of this study confirm Coleman's (2017) statement that agile leaders are communicative, intellectual, receptive to change, willing to take advantage of other people's experiences and able to determine when traditional methods can no longer withstand the test of competitive strength. The results of this study are in accordance with the findings of West (2023) which show that agile leadership can increase readiness to change. Agile leadership has not been able to increase or create workforce transformation. The application of Strategic Agility Planning can increase readiness to change and can also create workforce transformation in MSMEs. Furthermore, workforce transformation can improve MSME performance.

In this study, it was also found that there was a significant indirect influence between Agile Leadership and employee performance through Employee Well Being. This informs that Employee Well Being is a good intervening variable in the relationship between Agile Leadership and employee performance.

3. Resilience has a significant effect on Employee Well Being

The findings of this study inform that Resilience has a significant effect on Employee Well Being, thus that Resilience provides reinforcement to Employee Well Being. This evidence shows that Resilience in forestry employees in East Java province according to respondents is good. This is reflected in the respondents' answers which state that respondents are able to generate positive responses from others, and are also able to establish positive relationships with others. Even employees have planning skills that make it easier to control oneself, and employees have planning skills that use their common sense to seek help from others.

Resilience is a strength and a system that allows individuals to continue to be strong in a slump (VanBreda, 2013). Resilience is a capacity for individuals to get up again from a fall and rise again from difficulties (Setyoso, 2013).

This study, in accordance with the findings of Apriawal (2022) which shows that each individual in dealing with termination of employment is certainly different, there are individuals who

are able to bounce back from their previous situation but are less effective, there are also individuals who are able to bounce back and recover from negative situations effectively.

4. Resilience has a significant effect on employee performance

The findings of this study inform that resilience has no significant effect on employee performance. Thus, resilience does not provide reinforcement to employee performance. This evidence shows that resilience in forestry employees in East Java province according to respondents in terms of its relationship with employee performance is not good. This is reflected in the respondents' answers which state that employees do not yet have an awareness of goals, educational aspirations, a bright future, even employees do not yet have awareness, perseverance, hope for a good future.

This study is different from the findings of Putri & Mujanah (2023) which showed that resilience, work ethic and self-awareness significantly affect employee performance. The results of this study are also different from the findings of Husain (2022) which prove that individual characteristics, work ability and intention to leave are factors that affect employee performance, so a strategy is needed to improve employee performance in terms of quality, quantity, tasks and job responsibilities.

In this study, it was also found that there was an indirect, non-significant influence between resilience and employee performance through employee well-being, this informs us that employee well-being is an insignificant intervening variable in the relationship between resilience and employee performance.

5. Technology Sensing has a significant effect on emotional exhaustion

The findings of this study inform that technology sensing has no significant effect on employee well-being, thus technology sensing does not provide reinforcement to employee well-being. This evidence shows that technology sensing in East Java provincial forestry employees according to respondents is good. This is reflected in the respondents' answers stating that the technology used is highly complex, and more effective than conventional technology, even the technology used is sophisticated, efficient, modern and capable of performing more complicated tasks.

Sensors enable the detection, analysis, and recording of difficult-to-understand physical phenomena by converting them into easily understood signals. Sensors convert physical quantities such as displacement, velocity, accelerometer, force, pressure, chemical concentration, or flow into electrical signals. The original value of the physical parameter can be recalculated from its characteristics that correspond to the electrical signal (amplitude, frequency, pulse-width, etc.). The electrical output is very easy to manage because it uses common and frequently used (and usually commercially available) methods to filter and obtain electrical signals in real-time or sequential analysis (Lillesand et al., 2004).

Anggrahini et al. (2023) showed that internal control, organizational behavior, and digitalization have a role in improving company performance. Company performance can be seen from the performance of financial reports, achievement of production targets in terms of volume and quality of production and learning and growth. Internal control affects company performance through the determination of SOP, GCG and good financial report performance that has been validated by external auditors. Companies can form an organizational (company) work culture and provide competency improvement programs in increasing employee productivity and performance so that they can contribute positively to improving company performance. This study, in accordance with the findings of Nurrohmat et al. (2024) the implementation of Industry 4.0 technology provides significant benefits in increasing employee productivity and operational efficiency. However, it requires profound changes in HR management strategies and skills development. Technology companies must invest in digital competency development, the implementation of transformational leadership practices, and the development of a supportive work environment to take full advantage of this transformation. These insights provide actionable guidance for companies looking to optimize employee productivity in the digital age.

6. Technology Sensing has a significant influence on employee performance

The findings of this study inform that technology sensing has a significant effect on employee performance. Thus, technology sensing provides reinforcement to employee performance. This evidence shows that technology sensing in forestry employees in East Java province according to respondents is good. This is reflected in the respondents' answers stating that technology sensing designed to make technology more intuitive, convenient, efficient by responding to changing conditions or needs in real-time. Even technology that allows systems to continue operating at optimal performance without requiring manual adjustments from the user.

This study is in accordance with the findings of Hernita et al. (2018) which states that intelligence information has a positive and significant influence on employee performance. However, mastery of computer hardware and software does not have a significant influence, End-User Computing capacity has an insignificant influence and the most dominant variable influencing employee performance is intelligence information.

In this study, it was also found that there was a significant indirect influence between Technology Sensing on employee performance through employee well-being. This informs that employee well-being is a good intervening variable in the relationship between technology sensing and employee performance.

7. Employee Well Being has a significant influence on employee performance

The findings of this study inform that employee well being has a significant effect on employee performance. Thus, employee well being provides reinforcement to employee performance. This evidence shows that employee well being in forestry employees in East Java province according to respondents is good. This is reflected in the respondents' answers stating that the workplace situation is safe, comfortable, does not have the potential to endanger the health, safety hazards of employees in the workplace, and the workplace situation is safe, comfortable from dangers that really have a negative impact on the welfare of employees in the workplace. Even the level of employee health is very high, and organizational welfare is also very good.

Employee well-being is a feeling of well-being that employees feel and obtain from their work, which includes peace, security and comfort in working, work enthusiasm, work discipline so that they want to give their best to the company.

The results of this study confirm the statement of Robertson & Cooper (2011) that employee well-being plays an important role and is very much needed in the workplace. Employees in the company do not only work for pay and money, they do not go to work just to get paid. Employees also want to get appreciation for their work, want to get a pleasant and friendly environment in the workplace. Employees who have higher well-being show a more positive attitude and better response to various situations in their lives compared to employees who have low well-being (Polansky et al., 1989). This study, in accordance with the findings of Ariyanti et al. (2022) shows that job crafting has an effect on psychological well-being. psychological well-being has an effect on organizational performance. Leadership style mediated by psychological well-being has an effect on organizational performance, and, job crafting mediated by psychological well-being has an effect on organizational performance.

CONCLUSION

The findings of this study indicate that the variables of agile leadership, resilience and technology sensing have a positive and significant effect on employee performance through employee well-being on State Civil Apparatus (ASN) Employees at the East Java Provincial Forestry Service.

For further research, it is necessary to expand the scope of the research, by adding variables other than those in this study, especially the employee well-being variable that mediates between agile leadership, resilience and technology sensing on employee performance.

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