

Research Article

Synergy of Organizational Agility and Digital Leadership in Public Services (A Study of the Sukabumi City Public Service Mall)

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Abstract: Digital transformation has become a strategic priority in improving public service quality, requiring organizations to develop adaptive capabilities and effective digital leadership. This study aims to analyze the synergy between organizational agility and digital leadership in supporting public service transformation at the Sukabumi City Public Service Mall (Mal Pelayanan Publik). The research employed a qualitative approach with a case study design. Data were collected through in-depth interviews, observations, and document analysis involving managers, frontline officers, digital system operators, and service users selected using purposive sampling. Data were analyzed using the interactive model of Miles, Huberman, and Saldaña, including data condensation, data display, and conclusion drawing, while data credibility was ensured through source triangulation, technique triangulation, and member checking. The findings reveal that organizational agility is reflected in the organization's ability to adapt work procedures, strengthen inter-agency coordination, and maintain service continuity despite regulatory changes and technological challenges. Meanwhile, digital leadership plays a strategic role in integrating digital platforms, fostering an adaptive organizational culture, reducing resistance to change, and utilizing service queue and complaint data to support evidence-based decision-making. The synergy between these two capabilities enhances service responsiveness, collaboration, transparency, and citizen orientation, demonstrating that successful digital transformation in the public sector depends not only on technology adoption but also on adaptive organizational capabilities and visionary leadership. These findings contribute to the development of public administration literature on digital public service transformation.

Keywords: Digital Leadership, Digital Transformation, Organizational Agility, Public Service, Public Service Mall.

1. Introduction

Digital transformation has become a key agenda for bureaucratic reform in various countries, including Indonesia. Developments in information and communication technology have not only transformed patterns of public interaction but also changed citizens' expectations regarding the quality of public services. Today's society demands fast, easy, transparent, integrated, and digital-based services. This situation has encouraged the government to modernize governance through the implementation of an Electronic-Based Government System (SPBE) and the development of various public service innovations oriented to community needs. In this context, the existence of Public Service Malls (MPP) is one form of bureaucratic reform implementation that aims to improve service quality by integrating various services in one location.

Through Presidential Regulation Number 89 of 2021 concerning the Implementation of Public Service Malls, the government is trying to create services that are effective, efficient, fast, easy and affordable. This concept is basically not only oriented towards providing physical facilities, but also demands the realization of system integration, inter-agency coordination, and the organization's

ability to respond quickly to environmental changes. Thus, the success of implementing MPP is very dependent on the organization's ability to adapt to the dynamics of change and the leadership's ability to manage digital transformation effectively.

Environmental changes that are increasingly complex, uncertain and dynamic have given rise to the need for agile or nimble organizations. Organizational agility is seen as the ability of an organization to respond to change quickly, flexibly and effectively in facing ever-evolving challenges. According to recent research, organizations that have a high level of agility tend to be better able to adapt to technological changes, improve service quality, and maintain organizational sustainability (Atobishi et al., 2024). In the public sector, organizational agility is an important factor because the bureaucracy is required to be able to respond quickly to the needs of an increasingly dynamic society.

In line with the importance of organizational agility, digital leadership is also a key factor in the success of organizational transformation. Leaders in the digital era no longer only carry out administrative functions, but also act as agents of change who are able to integrate technology with human resources and encourage a culture of innovation within the organization. A study conducted by Klein (2022) shows that digital leadership has a significant influence on the success of digital transformation through increasing collaboration, innovation and organizational adaptability. Thus, digital leadership becomes an important prerequisite in realizing responsive and community-oriented public services.

In the context of public services, the synergy between organizational agility and digital leadership is becoming increasingly important. Research by Zhang et al. (2023) show that digital transformation in public sector organizations not only requires technology investment, but also requires visionary leadership and an adaptive organizational culture. The combination of these two factors allows organizations to increase the speed of decision making, strengthen coordination between units, and improve the quality of service to the community. However, various studies show that the implementation of digital transformation in the public sector still faces various challenges. The study by Mergel et al. (2022) revealed that the main obstacles to digital transformation in government organizations include a rigid bureaucratic culture, low cross-sector collaboration, limited employee digital competence, and weak leadership capacity in managing change. This condition causes many public organizations to experience difficulties in providing services that are adaptive and responsive to environmental changes.

This phenomenon can also be seen in the implementation of Public Service Malls in various regions across Indonesia. Although service integration has been physically realized through the provision of services within a single building, the integration of systems and work cultures between agencies has not been fully optimized. Fragmentation of information systems, sectoral egos between agencies, and poor data interoperability remain issues that hamper service effectiveness. As a result, the public continues to face various obstacles such as long service times, document duplication, and information asymmetry between service units.

The Sukabumi City Public Service Mall is one such public service innovation established to improve the quality of public service. The Sukabumi City MPP is expected to provide convenience, speed, and certainty of service through the integration of various types of services from central government agencies, local governments, state-owned enterprises (SOEs), and other sectors. However, based on various initial findings, several issues remain related to service effectiveness, inter-agency coordination, and human resource readiness for digital transformation. This situation

indicates that physical integration has not been fully accompanied by integration of systems and organizational culture. Furthermore, developments in the post-digital era have changed the characteristics of community needs. The existence of digital technology is no longer seen as merely an innovation, but has become a part of everyday life. The public no longer only expects the availability of service applications but also expects personalized, fast, and integrated services. Therefore, public organizations are required to possess a high level of adaptability and leadership capable of managing change sustainably.

Recent research by Troise et al. (2023) confirms that digital leadership plays a strategic role in building organizational agility by creating a culture of innovation, increasing collaboration, and strengthening organizational learning capabilities. The results show that organizations with strong digital leadership tend to adapt more quickly to environmental changes and are better able to deliver quality services. These findings demonstrate that the success of digital transformation is not solely determined by technology but also influenced by leadership capacity and organizational characteristics. On the other hand, research by Ciriello et al. (2024) shows that the public sector faces more complex challenges than the private sector due to the characteristics of bureaucracy, which tends to be hierarchical and oriented towards procedural compliance. Therefore, a leadership model is needed that can integrate bureaucratic values with the principles of organizational agility so that public organizations can operate more flexibly without neglecting the principles of accountability and transparency.

Based on these various phenomena, it is understandable that there is an urgent need to examine the synergy between organizational agility and digital leadership in supporting the transformation of public services at the Sukabumi City Public Service Mall. This study is important because most previous studies have discussed the two concepts separately, while research examining their relationship in the context of public services in Indonesia is still relatively limited. Thus, this study has novelty value in developing an understanding of the integration between organizational agility and digital leadership in the context of digital-based public service delivery. Meanwhile, this study aims to analyze the synergy between organizational agility and digital leadership in supporting the transformation of public services at the Sukabumi City Public Service Mall (MPP). Theoretically, this study is expected to enrich the treasury of public administration knowledge, particularly related to digital transformation, organizational agility, and digital leadership. Meanwhile, practically, this research is expected to provide input for the Sukabumi City Government in improving the quality of public services by strengthening an adaptive organizational culture and developing more effective digital leadership. Thus, the Public Service Mall is not only a physical symbol of bureaucratic reform, but also a center for public services that is responsive, innovative, and oriented to the needs of the community in the post-digital era.

2. Literature Review

Organizational Agility

Organizational agility is an organization's ability to respond quickly, flexibly, and effectively to environmental changes through continuous learning and adjustment. In an increasingly dynamic environment driven by the development of digital technology, organizations are required to possess the ability to sense, respond, and adapt to various changes. This capability enables organizations to maintain sustainability and improve organizational performance in the face of environmental uncertainty (Clauss et al., 2019). Organizational agility relates not only to the speed of response to

change but also to the organization's ability to integrate resources, develop innovation, and continuously enhance internal capabilities (Zhang & Hao, 2024).

From a dynamic capability perspective, organizational agility is viewed as an organization's ability to detect opportunities and threats, allocate resources effectively, and transform business processes to adapt to environmental changes (Li, 2022). Organizations with high levels of agility tend to be more adaptive to technological change and have a better ability to create competitive advantage than rigid organizations (Khin & Ho, 2019). This demonstrates that organizational agility is a crucial strategic capability in supporting the success of digital transformation.

In the context of digital transformation, organizational agility enables organizations to innovate rapidly and increase the effectiveness of decision-making. Atobishi et al. (2024) found that organizations with high levels of agility are able to improve service quality, strengthen internal collaboration, and accelerate the implementation of digital technology. Similarly, Troise et al. (2023) explain that organizational agility plays a key role in enhancing an organization's ability to face environmental uncertainty through developing a culture of innovation and continuous organizational learning. In the public sector, organizational agility has distinct characteristics compared to the private sector because government organizations face bureaucratic structures that tend to be hierarchical and oriented towards regulatory compliance. Mergel et al. (2022) explain that agile public organizations are characterized by the ability to collaborate across sectors, optimally utilize digital technology, and respond quickly and appropriately to public needs. Furthermore, agile public sector organizations have the ability to develop more flexible coordination mechanisms, thereby improving the quality of public services (Ciriello et al., 2024).

In an increasingly complex public service environment, organizational agility is a determining factor in the success of digital-based service transformation. Clauss et al. (2019) emphasized that organizational agility has a positive relationship with organizational performance by increasing organizational adaptability and flexibility. Meanwhile, research conducted by Zhang & Hao (2024) shows that an organization's ability to develop digital transformation capabilities can strengthen organizational agility and increase organizational effectiveness in facing dynamic environmental changes. Based on these various views, it can be understood that organizational agility is a strategic organizational capability that encompasses aspects of responsiveness, flexibility, speed, competence, and adaptability. In the context of the Sukabumi City Public Service Mall, organizational agility is an important foundation for creating responsive, integrated, and community-oriented services in the post-digital era.

Digital Leadership

Digital transformation has shifted the leadership paradigm in modern organizations, including public sector organizations. Leaders are no longer merely administrators focused on control and supervision, but are also required to be agents of change capable of simultaneously integrating digital technology, human resources, and organizational strategy. In this context, the concept of digital leadership has evolved as a leadership approach that emphasizes leaders' ability to utilize digital technology to drive innovation, enhance collaboration, and build an organizational culture that adapts to change (Klein, 2022). Digital leadership is defined as a leader's ability to create a digital vision, direct organizational transformation, and optimize the use of technology to effectively achieve organizational goals. According to Albannai et al. (2025), digital leadership is not only related to technological mastery but also encompasses the ability to build a culture of innovation, enhance

employee digital competency, and manage organizational change sustainably. Thus, digital leadership is a combination of managerial skills, technological competency, and social skills in mobilizing all organizational resources.

The increasingly digitalized business and government environment requires leaders to have a strong digital mindset. Klein (2022) explains that effective digital leaders possess characteristics such as innovation orientation, strategic thinking skills, the ability to build collaboration, and the ability to encourage organizational learning. These characteristics enable organizations to respond more quickly to environmental changes and increase their ability to adapt to technological developments. Furthermore, Ahmed et al. (2024) found that digital leadership has a positive influence on innovation capability by improving communication, collaboration, and a learning culture within the organization. In the context of organizational transformation, the role of digital leaders becomes increasingly important because the change process often faces internal resistance. El Sawy et al. (2020) explain that the success of digital transformation is largely determined by the leader's ability to manage change and create a work environment that supports innovation. Leaders with a digital orientation are able to reduce resistance to change by empowering employees, increasing employee engagement, and strengthening organizational communication. This enables organizations to carry out transformation more effectively and sustainably.

In the public sector, the challenges of implementing digital transformation are relatively more complex than in the private sector because government organizations tend to have bureaucratic and hierarchical structures. Ciriello et al. (2024) explain that public sector leaders are required to be able to integrate digital innovation with the principles of accountability, transparency, and good governance. In these conditions, digital leadership becomes a crucial instrument in strengthening cross-sector coordination, improving system interoperability, and encouraging the creation of public services that are more responsive to public needs. Research conducted by Troise et al. (2023) shows that digital leadership has a significant relationship with organizational agility. Leaders with a digital orientation are able to improve the organization's ability to respond to environmental changes, accelerate decision-making, and strengthen a culture of innovation within the organization. These findings are supported by Bresciani et al. (2021), who explain that digital leadership contributes to the success of organizational change by increasing the organization's adaptability and strengthening collaboration between work units. Furthermore, the ability of leaders to build a digital culture is also a crucial factor in supporting the success of organizational transformation. Albannai et al. (2025) found that organizations led by leaders with high levels of digital leadership tend to have better digital transformation readiness than organizations that still employ conventional leadership styles. This demonstrates that digital leadership functions not only as a driver of technological change but also as a strategic mechanism for building innovative and adaptive organizations.

Based on these various perspectives, it can be understood that digital leadership is a strategic capability possessed by leaders to manage organizational change through the utilization of digital technology, building a culture of innovation, and fostering collaboration and organizational learning. In the context of the Sukabumi City Public Service Mall, digital leadership is a crucial factor in realizing service integration, improving inter-agency coordination, and building an adaptive work culture to face the challenges of the post-digital era.

Public Service Transformation

Public service transformation is a process of fundamental change in government governance which aims to improve the quality, effectiveness and efficiency of services to the public through the use of digital technology and organizational innovation. This transformation does not only focus on the digitalization of administrative procedures, but also includes changes to organizational structures, work culture, and interaction patterns between government and society (Mergel et al., 2022). In the post-digital era, people no longer just demand technology-based services, but also expect services that are fast, integrated, personal, and oriented to user needs. The development of the digital government concept has encouraged a change in the public service paradigm from government-centered to citizen-centered service. According to Mellouli et al. (2020), digital transformation of government aims to create services that are more inclusive, transparent and responsive to community needs. Through the use of digital technology, public organizations can increase service efficiency while strengthening public participation in the government administration process.

Transformation of public services is also closely related to the creation of public value. MacLean & Titah (2022) explain that the success of digital transformation in the public sector is not only measured by the level of technology adoption, but also by the government's ability to produce public value through improving service quality, bureaucratic efficiency, and strengthening relations between government and society. Therefore, public service transformation must be understood as a multidimensional and continuous process. In practice, the implementation of public sector digital transformation still faces various challenges. Mergel et al. (2022) found that the main obstacles to digital transformation in government organizations include limited digital competence of human resources, a rigid bureaucratic culture, and low interoperability of information systems. This condition causes many public organizations to experience difficulties in integrating technology with existing business processes.

These findings were confirmed by Ciriello et al. (2024) which states that digital transformation of the public sector requires changes in aspects of organization, leadership, governance and work culture. The success of transformation is not only determined by the availability of technology, but is also influenced by the organization's ability to manage change and build cross-sector collaboration. Thus, public service transformation requires a holistic and systemic approach. In the context of public administration, developments in artificial intelligence technology and data analysis have also accelerated the transformation of services to the public. Wirtz & Müller (2023) explain that the use of artificial intelligence in the public sector can increase the efficiency of administrative processes, speed up decision making, and improve service quality. Meanwhile, Sharmin & Chowdhury (2025) emphasized that digital transformation in public administration requires increasing human resource capacity and strengthening digital governance so that the benefits of technology can be optimized in a sustainable manner.

In Indonesia, one real form of transformation of public services is realized through the establishment of Public Service Malls (MPP). The MPP concept aims to integrate various types of government services in one place to increase the convenience, speed and certainty of services to the community. However, the success of MPP is not only determined by the physical integration of services, but is also influenced by the organization's ability to build cross-agency coordination, integrate information systems, and create a work culture that is adaptive to change (Zhang et al., 2023). Based on these various views, it can be understood that public service transformation is a change process that involves aspects of technology, organization, leadership and work culture

simultaneously. The success of this transformation is very dependent on the organization's ability to build a service system that is integrated, adaptive and oriented to community needs.

3. Method

Research Design

This research uses a qualitative approach with a case study design. The qualitative approach was chosen because this study aims to deeply understand the phenomenon of synergy between organizational agility and digital leadership in public services at the Sukabumi City Public Service Mall (MPP). According to Creswell and Poth (2018), qualitative research allows researchers to gain a comprehensive understanding of a phenomenon from the perspectives of the actors directly involved. Meanwhile, a case study design was used because the research focused on a specific unit of analysis, namely the Sukabumi City Public Service Mall, allowing for in-depth exploration of organizational dynamics, leadership practices, and the public service transformation process occurring in a real-world context (Yin, 2018).

Research Informants

Research informants were determined using a purposive sampling technique, which selects informants based on specific considerations tailored to the research objectives. This technique is used to obtain relevant and in-depth information from individuals who understand the phenomenon being studied (Patton, 2015). Informants in this study consisted of the Head of the Sukabumi City Public Service Mall, officials involved in service management, service personnel (frontliners), digital system operators, and community service users. Informant selection was carried out in stages until data saturation was reached, which is when the information obtained shows a relatively consistent pattern and no significant new information is found.

Data Collection Techniques

Data collection techniques in this study included in-depth interviews, observation, and documentation studies. Semi-structured in-depth interviews were conducted to obtain information on the flexibility and adaptability of work procedures, cross-agency coordination, digital leadership implementation, and strategies for building a digital work culture within the Sukabumi City Public Service Mall. Observations were conducted to directly observe service processes, the use of digital systems, and interactions between actors involved in public service delivery. Additionally, documentation studies were conducted on various documents related to service delivery, such as standard operating procedures, service evaluation reports, policy documents, and various archives supporting the research requirements. The use of these three techniques was intended to obtain more comprehensive data and increase the validity of the research results.

Data Analysis Techniques

Data analysis was conducted using an interactive model developed by Miles, Huberman, and Saldaña (2020), which consists of three stages: data reduction (data condensation), data presentation (data display), and conclusion drawing and verification. In the data reduction stage, researchers selected, simplified, and grouped data according to the research focus. Next, the reduced data was presented in narrative form to facilitate interpretation and identify relationships between findings. The final stage involved drawing conclusions step by step, which were continuously verified throughout the research process. To ensure data validity, this study employed source triangulation,

technical triangulation, and member checking to obtain credible and scientifically accountable findings.

4. Results And Discussion

Flexibility and Adaptability of Work Procedures

The research results show that flexibility and adaptability of work procedures are key characteristics of organizational agility at the Sukabumi City Public Service Mall (MPP). The organization is able to quickly adjust service procedures when regulatory changes or digital system disruptions occur without compromising the quality of service to the public. This capability is demonstrated through the application of leadership discretion, real-time internal communication, and the development of temporary instructions as operational guidelines prior to revisions to Standard Operating Procedures (SOPs). These conditions enable services to continue operating effectively despite the organization facing environmental uncertainty.

The Head of the DPMPTSP, a key informant, explained that the organization cannot afford to wait for lengthy administrative processes when the central government issues new regulations. He stated, *"If a central government regulation suddenly changes, we can't wait for a formal SOP revision, which could take months. As soon as a new circular or regulation is issued at the central government level, I instruct the team to immediately adjust the procedures on the ground. We don't want residents to be victims because we're late in adapting"*.

This statement demonstrates that the organization's leadership prioritizes speed of response without compromising on ensuring the quality of service to the public. Furthermore, when disruptions occur to the national digital system, leaders provide discretionary space for officers to conduct temporary manual verifications so that services can still be completed. This finding was reinforced by the MPP Field Coordinator, who stated:

"If there are new requirements from the central government that change in the morning, we hold a brief briefing in the afternoon so that all officers understand the changes. We can also immediately transfer officers to counters with overflowing queues so that services remain smooth".

Meanwhile, the Secretary of the DPMPTSP emphasized that every emergency policy is recorded in the Emergency Policy Logbook as a form of organizational accountability. Therefore, the flexibility implemented does not constitute a deviation from procedure, but rather demonstrates the organization's ability to maintain a balance between speed of service and adherence to good governance.

Cross-Agency Coordination and Service System Connectivity

Research results indicate that cross-agency coordination is a crucial factor in supporting the delivery of integrated public services at the Sukabumi City Public Service Mall (MPP). Although various agencies are now located in one service location, information system integration has not been fully realized because each agency still uses different platforms and servers. This condition means that the data exchange process is not yet automated, so officers still have to synchronize manually. However, limited technology integration does not reduce service effectiveness because the organization is able to build strong coordination through informal communication, cross-sector collaboration, and rapid problem resolution. This shows that service success is determined more by the quality of interpersonal relationships than solely relying on technology integration. An IT administrator as an informant explained that the main challenge comes from the lack of connection between various service applications. He said,

"Physically we are in the same building, but in terms of systems and applications, vertical agencies such as the Police or Immigration still use their own central server. So we often open two to three browsers at once to synchronize data manually so that the service process is not hampered."

This statement shows that officers must make various technical adjustments so that services to the community continue to run optimally even though system interoperability has not been fully achieved. This experience was also felt by the community. One business actor stated,

"I thought because there was one door, all the data was automatically read by each agency. It turned out that I still had to show several documents, but the officers helped carry out verification through internal coordination so I didn't have to go back and forth with the files".

This statement illustrates that coordination between officers is able to reduce the impact of information system limitations on the quality of service received by the community. The MPP Field Coordinator added that communication between tenants was carried out quickly via digital media. He explained,

"We have a WhatsApp group for all tenants. If there is a problem at one counter, just provide information in the group and it will be handled immediately without having to wait for an official letter."

Meanwhile, the Head of Services explained that the regional government was developing a local monitoring system as a temporary link before national integration could be realized. Based on these findings, it can be concluded that cross-agency coordination at MPP Sukabumi City is built through a collaborative culture, responsive communication, and a shared commitment to maintaining the continuity of public services despite facing limitations in technological integration.

Leadership's Steps in Aligning Various Digital Platforms

Research results indicate that the success of public service transformation at the Sukabumi City Public Service Agency (MPP) is influenced not only by the availability of digital technology, but also by the leadership's ability to integrate various service platforms to provide a simple, fast, and consistent service experience for the public. The role of digital leadership is evident in the leadership's ability to formulate a digital transformation vision, coordinate various agencies, ensure system interoperability, and continuously monitor the readiness of information technology infrastructure. This proactive leadership can reduce the gap between digital platforms while improving the quality of public services. The Head of the DPMPTSP explained that the main vision for developing a digital service system is to build a single, interconnected service ecosystem. He stated,

"My vision is One Portal. I don't want the public to be confused because each agency has a different application interface. All applications must be able to exchange data with each other to make service delivery easier".

This statement demonstrates that the leadership is not only focused on administrative digitization but also strives to create an integrated service experience for the public. In addition to developing system interoperability, the leadership is also concerned with ensuring the ease of use of the applications. The Head of the DPMPTSP emphasized,

"I always remind the development team to ensure the application is easy to use. If people are still confused about how to operate the application, the system hasn't been successful".

This approach demonstrates that digital transformation is being implemented with user-centered service in mind, not simply the implementation of technology. The leadership's active role is also evident in monitoring digital infrastructure. An IT officer explained,

"He often visits the server room to check the internet network status of each agency. If there's even the slightest disruption, we're immediately asked to contact the service provider for immediate repairs".

Data security is also a key concern. An informant stated,

"He always emphasizes that public trust is highly dependent on data security, so data backups and security system updates are carried out regularly".

These findings indicate that digital leadership at the Sukabumi City MPP is realized through visionary, participatory leadership, and a focus on the sustainability of the digital transformation.

Leaders' Strategies in Mitigating Resistance to Work Culture Change

The research results show that the shift in work culture toward digital-based services was inextricably linked to various forms of employee resistance, particularly from officials long accustomed to conventional administrative systems. However, the leadership successfully mitigated this resistance through a persuasive, participatory, and humane approach. The implemented strategy focused not on sanctions but on employee empowerment, collaborative learning, and recognition for the adaptation process. This approach created a more inclusive work environment, allowing employees to feel safe learning and experimenting with new technologies. A senior officer shared his experience during the digital transformation process:

"Initially, I felt like technology was just adding to the workload. But the leadership never scolded those of us who were slow learners. Instead, he sat down with us and told us that we didn't have to become computer experts overnight; the important thing was to try."

This statement demonstrates that psychological support from leadership can boost employee confidence in navigating change. The Head of the Personnel Subdivision also explained that leadership uses reward strategies to increase employee motivation. He said,

"The leadership creates a Most Adaptive Employee award every month. The prize is simple, but it makes employees feel that their efforts to learn technology are truly appreciated."

This approach has proven more effective than administrative sanctions in encouraging organizational behavioral change. The Service Coordinator added that a culture of mutual learning has also developed naturally in the workplace. He explained,

"Now, younger employees help senior employees when there are application updates. The leadership has succeeded in creating a supportive work environment without any sense of patronizing."

Senior employees are also involved in improving the digital service flow, giving them a sense of ownership over the system being developed. Based on these findings, it can be concluded that the success of the work culture transformation at the Sukabumi City MPP is influenced by the leadership's ability to build trust, provide recognition, and encourage the active participation of all employees in the organizational change process.

Utilization of Queue and Complaint Data as a Mitigation Instrument

The research results show that the Sukabumi City Public Service Agency (MPP) has developed a data-driven decision-making system through the use of queue information, public satisfaction surveys, and digital complaint management. The data collected daily is not only used for evaluation purposes but also serves as the basis for taking rapid corrective actions to maintain service quality. The use of real-time data demonstrates that the organization has implemented the principles of adaptive public service and is responsive to public needs. The MPP Policy Analyst explained that queue data serves as an early warning system for potential service issues. He stated:

"Real-time data from the queue machines serves as our radar. Every afternoon we evaluate the data to identify which counters are experiencing problems so that solutions can be provided immediately".

This statement demonstrates that operational decisions are no longer based solely on intuition but utilize factual information obtained from the digital system. Furthermore, the organization has developed an automatic notification system when service durations exceed operational standards. An informant explained,

"If a queue is too long, the system immediately sends a notification to management so we can immediately add staff or intervene in the field".

This mechanism demonstrates that technology is being utilized as a mitigation tool to prevent a decline in service quality before public complaints arise. The benefits of the system are also directly felt by service users. One applicant stated,

"I noticed that when the queues started to get long, there were immediately more officers. Even the feedback I provided in the survey was followed up a few days later".

Similar comments were made by members of the public who appreciated the Complaint Transparency Board, as they could see the follow-up to each input provided. Based on these findings, it can be concluded that the use of digital data has strengthened the organization's ability to mitigate service issues, increase transparency, and build public trust in the delivery of public services at the Sukabumi City MPP.

Discussion

Flexibility and Adaptability of Work Procedures

Research results indicate that flexibility and adaptability of work procedures are key characteristics of organizational agility in public service delivery at the Sukabumi City Public Service Mall (MPP). The organization was able to respond quickly to changes in central regulations and digital system disruptions through the implementation of temporary policies, adjustments to operational procedures, and real-time internal communication. This capability enabled services to continue running without compromising the quality of service to the public. This demonstrates that the organization is not only oriented towards procedural compliance but also possesses the ability to adapt work processes to environmental dynamics.

These findings align with Clauss et al. (2019), who stated that organizational agility is an organization's ability to respond to change quickly, flexibly, and effectively through business process adjustments. Similarly, Atobishi et al. (2024) explained that organizations with high levels of agility tend to be able to maintain service quality despite regulatory changes and dynamic technological developments. In the public sector context, this capability becomes increasingly important because organizations must continue to provide service assurance amidst changing government policies.

The continued application of discretion, accompanied by documentation and oversight mechanisms, demonstrates that flexibility does not diminish the principle of organizational accountability. This demonstrates the organization's ability to integrate speedy decision-making with good governance. Thus, organizational agility in the Sukabumi City MPP is demonstrated not only through the ability to adapt to change but also through the ability to maintain a balance between responsiveness and bureaucratic accountability. This finding reinforces the view of Mergel et al. (2022) that agile public organizations are able to improve service quality without neglecting the principles of transparency and accountability.

Cross-Agency Coordination and Service System Connectivity

The study's findings indicate that cross-agency coordination is a key factor in maintaining effective public services, even though digital system integration has not yet been fully realized. The

fragmentation of applications and databases between agencies remains a challenge in providing integrated services. However, the organization is able to overcome these limitations through intensive coordination, rapid communication, and a collaborative culture among employees. This situation demonstrates that the quality of interpersonal relationships significantly contributes to the success of public service delivery.

This finding aligns with Mergel et al. (2022) stated that the success of public sector digital transformation depends not only on technological readiness but also on the organization's ability to build cross-sector collaboration. Ciriello et al. (2024) also explained that public service interoperability is determined not only by information system integration but also by the organization's ability to build adaptive coordination mechanisms. Therefore, organizational coordination is a factor that can mitigate the impact of technological limitations on service quality.

The development of a local monitoring system as a temporary solution demonstrates the organization's commitment to continuously improving service integration. This demonstrates that organizational agility is not only realized through responding to change but also through the organization's ability to develop innovations gradually according to the conditions faced. Thus, synergy between agencies in the Sukabumi City MPP is built through a combination of technology utilization, effective organizational communication, and a collaborative culture that supports the success of public service transformation.

Leadership Steps in Aligning Various Digital Platforms

Research results show that digital leadership plays a crucial role in aligning the various digital platforms used by public service delivery agencies. Leadership is not only directed at technology management, but also at developing a shared vision regarding service integration, ease of public access, and strengthening information security. This role demonstrates that digital transformation requires leadership capable of simultaneously integrating aspects of technology, human resources, and organizational governance.

These research findings support Klein (2022), who stated that digital leadership is a leader's ability to develop a digital vision, direct organizational transformation, and enhance collaboration through the use of technology. Research by Troise et al. (2023) also explains that digital leadership has a strong relationship with organizational agility because it can accelerate the organization's adaptation process to environmental changes. Thus, digital leadership functions not only as a technology controller but also as a driver of organizational change.

Attention to system interoperability, application usability, and data security demonstrates that digital transformation is being implemented holistically. This approach demonstrates that successful digitalization of public services is not simply about providing applications; it must also be accompanied by the development of reliable infrastructure and adequate security systems. Therefore, digital leadership at the Sukabumi City MPP is a strategic factor in improving service effectiveness, strengthening cross-agency coordination, and increasing public trust in digital-based public services.

Leadership Strategies in Mitigating Resistance to Work Culture Change

Research results indicate that the success of digital transformation at the Sukabumi City MPP is influenced by the leadership's ability to manage work culture change through a participatory approach and employee empowerment. The implemented strategy emphasizes learning, collaboration, and respect for the adaptation process rather than a coercive approach. This approach

creates a work environment that is more open to change, allowing the transformation process to occur gradually and sustainably.

These findings align with those of El Sawy et al. (2020), who explain that the success of digital transformation is greatly influenced by the leader's ability to manage organizational change and reduce employee resistance. Albannai et al. (2025) also emphasize that digital leadership plays a crucial role in building a culture of innovation through empowering human resources and improving digital competencies. Therefore, organizational culture change is determined not only by the implementation of technology, but also by the quality of leadership in building shared commitment.

The implementation of collaborative learning, mentoring between employees, and recognition for adaptable employees demonstrates that the organization has built a more adaptive work culture. This strengthens the organization's ability to sustainably address environmental change. Thus, digital leadership at the Sukabumi City MPP not only drives technological transformation but also successfully shapes an organizational culture that supports innovation, collaboration, and improving the quality of public services.

Utilizing Queue and Complaint Data as a Mitigation Tool

Research results indicate that the use of queue and public complaint data has become a crucial part of operational decision-making at the Sukabumi City Public Service Provider (MPP). Information obtained from the electronic queuing system and satisfaction surveys is used as a basis for early detection of potential service issues so that corrective actions can be taken promptly. This approach demonstrates that the organization has implemented the principles of data-driven public service.

These findings align with Mellouli et al. (2020), who explain that digital-based public service transformation enables organizations to deliver more responsive services through the use of real-time data. Furthermore, MacLean & Titah (2022) emphasize that the use of data in decision-making can increase service efficiency while generating public value through improved service quality and organizational transparency. Therefore, data no longer functions as an administrative report but becomes a strategic instrument to support decision-making.

The use of a real-time monitoring system and follow-up on public complaints demonstrates that the organization has developed an evaluation mechanism oriented towards continuous improvement. This strengthens the organization's ability to respond quickly to public needs while increasing transparency and accountability in public services. Thus, the integration of digital data utilization is a form of synergy between organizational agility and digital leadership in realizing public services that are adaptive, responsive, and oriented to community needs.

5. Conclusion

This study concludes that the synergy between organizational agility and digital leadership plays a crucial role in supporting the transformation of public services at the Sukabumi City Public Service Mall (MPP). Organizational agility is reflected in the organization's ability to quickly adapt work procedures to regulatory changes and service dynamics, build effective cross-agency coordination despite the lack of optimal digital system integration, and develop service mechanisms that remain accountable under dynamic conditions. These capabilities enable the organization to maintain the quality of public services while increasing responsiveness to public needs. Furthermore, digital leadership is a driving factor that strengthens the organization's ability to implement public service transformation. Visionary leadership is able to align various digital platforms, build an adaptive work culture through human resource empowerment, and utilize queue data and public complaints as a

basis for rapid, evidence-based decision-making. The synergy between organizational agility and digital leadership results in a more responsive, collaborative, transparent, and community-oriented public service. These findings indicate that the success of public sector digital transformation is determined not only by the use of technology, but also by the organization's ability to build an adaptive culture and leadership capable of managing change sustainably. Thus, this research contributes to the development of public administration studies, particularly regarding the integration of organizational agility and digital leadership as a foundation for improving the quality of public services in the era of digital transformation.

It is recommended that institutions, including the Sukabumi City Government, particularly the Public Service Mall managers, strengthen the integration of information systems between agencies by developing interoperable platforms to facilitate faster, more accurate, and more efficient data exchange. Furthermore, strengthening the digital capacity of civil servants through ongoing training programs, developing a collaborative work culture, and optimizing the use of service data analytics as a basis for strategic decision-making is essential. These efforts are expected to improve the quality of public services, strengthen cross-agency coordination, and accelerate the implementation of digital transformation oriented toward community needs. For future research, it is recommended to develop research using a mixed methods approach or quantitative methods so that the relationship between organizational agility, digital leadership, and public service performance can be empirically tested using structural models, such as SEM-PLS or SEM-AMOS. Future research can also expand the research object to several Public Service Malls in various regions to obtain more comprehensive results and a higher level of generalizability. In addition, the addition of variables such as digital organizational culture, employee digital competence, innovation capability, organizational resilience, or citizen satisfaction can provide a deeper understanding of the factors influencing the success of digital-based public service transformation in Indonesia.

6. References

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