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Implementation of Digital Transformation and Government Enterprise Architecture in Improving the Performance of Integrated Social Services

[a] Mira Indriyulia Ekarini; [b] Agus Rahayu; [c] Disman; [d] Lili Adi Wibowo

[a b c d] Faculty of Economics and Business Education, Universitas Pendidikan Indonesia, Bandung, Indonesia

ABSTRAK

Studi ini mengkaji masalah menurunnya kepercayaan publik terhadap pemerintah daerah di Indonesia akibat masalah dalam penyediaan layanan publik, dengan menyoroti kebutuhan mendesak akan peningkatan layanan sosial terintegrasi. Tujuan penelitian ini adalah untuk menganalisis efek mediasi dari orientasi arsitektur perusahaan terhadap pengaruh turbulensi lingkungan, strategi fleksibilitas, inovasi model bisnis, dan transformasi digital terhadap kinerja layanan sosial di Jawa Barat. Metode penelitian melibatkan pendekatan eksplanatori survei dengan melibatkan 27 penyedia layanan sosial di Provinsi Jawa Barat menggunakan sampel populasi penuh. Data dianalisis menggunakan analisis statistik deskriptif dan pengujian hipotesis menggunakan Partial Least Square Structural Equation Modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa turbulensi lingkungan, strategi fleksibilitas, inovasi model bisnis, dan transformasi digital berpengaruh signifikan terhadap kinerja layanan sosial ketika dimediasi oleh orientasi arsitektur perusahaan. Kesimpulannya, model yang kuat dengan penekanan pada orientasi arsitektur strategis dan implementasi yang tepat dari fleksibilitas, inovasi, dan transformasi digital dapat meningkatkan kinerja layanan sosial di tengah tantangan lingkungan. Studi ini memberikan kontribusi dalam memahami dinamika kompleks penyediaan layanan sosial di pemerintahan daerah, mendorong untuk investasi strategis dalam arsitektur perusahaan dan strategi adaptif guna meningkatkan penyediaan layanan publik serta memulihkan kepercayaan public

ABSTRACT

This study addresses the subject matter of declining public confidence in local governments in Indonesia, primarily due to issues in public service delivery, highlighting the urgent need for improved integrated social services. The objective is to analyze the mediating effect of enterprise architecture orientation on the influence of environmental turbulence, flexibility strategy, business model innovation, and digital transformation on social service performance in West Java. Methods involved a survey explanatory approach with all 27 social service providers in West Java Province, employing whole population sampling. Data were analyzed using descriptive statistical analysis and hypothesis testing using Partial Least Square Structural Equation Modeling (PLS-SEM). Results indicate that environmental turbulence, flexibility strategy, business model innovation, and digital transformation significantly impact social service performance when mediated by enterprise architecture orientation. The conclusions suggest that a robust model emphasizing strategic architectural orientation and effective implementation of flexibility, innovation, and digital transformation can enhance social service performance amidst environmental challenges. This study contributes to understanding the complex dynamics of social service provision in local governments, advocating for strategic investments in enterprise architecture and adaptive strategies to improve public service delivery and restore public trust.

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Correspondence Mira Indriyulia Ekarini Email : miraindriyulia@upi.edu

INTRODUCTION

Bureaucratic reform to realize good governance in Indonesia has changed the State Civil Apparatus working in the government paradigm. Government employees must be predictive, innovative, and flexible to anticipate changes in the internal and external environment. Many problems related to public services in various cities/districts in Indonesia have caused a decline in public trust in the performance of local governments. Several previous studies have explored the potential of social services as a critical instrument of social investment strategies through empirical analysis of the economic performance of such strategies.

The economic effects on people's well-being have long been a hotly debated topic in comparative social policy studies. Various empirical studies also exist on this issue. However, several studies claim that people's welfare positively affects economic growth (Prettner & Werner, 2016; Rokhman, 2023; Runtunuwu & Karim, 2023). There is much evidence about how government social spending can harm economic growth (Chen et al., 2017; d'Agostino et al., 2016; Khan et al., 2020). Overall, these studies point to an ambiguous situation with inconsistent results about whether people's well-being is conducive to or detrimental to economic performance (Diener & Tay, 2015; Vogel et al., 2021).

Digital data, information management, and changing times are essential in realizing sustainable national development goals and good governance. This management will foster public confidence in the local government's performance. The government must improve its digital capabilities to acquire knowledge in the digital era, which is a dominant prerequisite for developing and maintaining a competitive advantage in the global market (Ciffolilli & Muscio, 2018; Jackson, 2019; Yu et al., 2017). Digital transformation has become a focus for the public and private sectors to increase and maintain business value by leveraging rapidly developing technologies. This transformation can change the face of business, government, and society by creating new industries (Pereira & Romero, 2017).

The government must innovate in providing services to the public, business people, and other government organizations. Information technology is one way to provide the best government services, often called e-government (Palupi et al., 2023). In digital government, several requirements must be considered and paid attention to, not only during the implementation phase but also in the initial architectural design or modeling phase (Baheer et al., 2020). Enterprise Architecture Planning (EAP) is a framework to build a model or blueprint containing discovered technologies for a particular company. Enterprise Architecture (EA) benefits are determined by the profits earned in private entities. EA has been identified as the most appropriate decision-making and management framework to enable governments and institutions to collaboratively provide seamless services and maximally utilize existing investments (Gayatri & Nagalakshmi, 2019). This condition marks a new condition in government organizations called the post-bureaucracy or re-bureaucratization era (Sturdy et al., 2016).

Talking about the performance of social services refers to evaluating the performance and effectiveness of social services provided by the government or non-profit organizations. This performance includes monitoring and analyzing some indicators, such as the level of user satisfaction, achievement of service objectives, social impact of services, and resource use efficiency. Social Service Performance measures how well social services meet community needs while ensuring that resources are used effectively and efficiently. This performance evaluation is essential to increase transparency, accountability, and the quality of social services. It also ensures that public funds are directed where they are most needed and provide maximum

impact. Social Service Performance is built by four dimensions: (1) Human Resources, Timeliness, Cost-effectiveness, and Business Process Simplification (Demircioglu & Audretsch, 2017; Gallouj et al., 2018; Khan et al., 2020; Luangsakdapich et al., 2015).

Enterprise Architecture (EA) is an approach to managing the complexity of organizational structures, business environments, and disparate information systems and facilitating the integration of strategy, business, data, and IT. EA provides an overview of several architectural models: business architecture, information architecture, information systems architecture, and technology architecture.

The Enterprise Architecture Orientation model in the government environment in this research refers to three dimensions, namely Strategic Architecture Orientation, Operational Architecture Orientation, and Technological Architecture Orientation (Anthony Jnr, 2021; Jayakrishnan et al., 2020; Kotusev et al., 2021; Masuda et al., 2021).

Digital transformation is a step that changes how a business operates and provides added value to customers through digital technology (Baiyere et al., 2020). The implementation of digital transformation can be measured through various indicators, which can be seen in digital applications, digital HR, and digital education (Benahmed & Hansal, 2022; Gat et al., 2019; Klein & Todesco, 2021). Talking about digital applications, various application products are available to support digital transformation initiatives. The product specifications each type of organization requires will depend on its unique goals, industry, and operational requirements. Digital transformation involves integrating digital technology into all business sectors, from operations to customer service. To achieve this, several application products can be used to enable and support digital transformation initiatives.

The concept of business model innovation is widely applied in the corporate sector. However, this concept can also be applied to government institutions. This business model innovation refers to changes or developments in how an organization designs, manages and produces value for customers or other stakeholders. It can be emphasized that business model innovation is the process of creating, modifying, or defining a business model's fundamental structure and components to create new value propositions, capture new market opportunities, and gain competitive advantage (Fjeldstad & Snow, 2018).

Flexibility strategy is a strategic approach in which organizations, including government organizations, design action plans to adapt operations, policies, and priorities to rapid and unpredictable environmental changes. Strategic flexibility then enables an organization to remain responsive and adaptive to challenges and opportunities that arise in its external environment. The flexibility strategy model and measurement in this research refers to three components: differentiation, diversification, and multiline process (Abu-Nahel et al., 2020; Amirul et al., 2023; Luangsakdapich et al., 2015; Soetjipto et al., 2022).

Environmental turbulence is an external environmental condition that affects a particular organization or entity. These external environmental factors are generally outside the direct control of the organization. The external environment may include changes in the global economy, political changes, technological developments, changes in consumer preferences and behavior, social conditions, and other factors the organization has no control over. Environmental turbulence in an organization can be identified through at least a three-dimensional model, namely rate of change, uncertainty, and complexity (Giones et al., 2019; Hu et al., 2018).

The research and empirical gaps include the relationship between one theory and another. This research examines the social service performance model, which is influenced by enterprise architecture orientation, environmental turbulence, flexibility strategy, business model innovation, and digital transformation. The differences between this research and previous research, especially the relationship between variables within a model framework, result in several empirical gaps. So, this study aims to analyze the influence of environmental turbulence, flexibility strategies, business model innovation, and digital transformation on the performance of Social Service in West Java with the enterprise architecture orientation as a mediation variable.

Literature Review

Digital Transformation

Digital transformation (DT) involves the implementation of cutting-edge digital technologies and solutions to modernize and enhance systems, processes, protocols, corporate culture, and consumer engagement, aiming to meet and exceed the evolving business or strategic requirements (Yu et al., 2022). DT includes the integration of emerging technologies for digitally mature companies to address their business challenges (Van Veldhoven and Vanthienen, 2022). Conversely, less digitally advanced firms tend to focus on resolving strategic issues with individual digital technologies such as e-commerce websites, social media analytics, and mobile applications (Heavin and Power, 2018). In the business context, digital transformation often emphasizes the application of digital technologies in processes and systems, as well as the refinement and expansion of business processes at the enterprise level to achieve the digitalization of organizational operations (Bresciani et al., 2021). This transformation includes the introduction of new tools and systems that can enhance efficiency, productivity, and operational responsiveness. For instance, companies might implement enterprise resource planning (ERP) systems or automation technologies to optimize workflows and improve inter-departmental coordination. Strategic digital transformation, on the other hand, prioritizes more profound changes within the enterprise, such as modifying business processes, business models, and organizational culture (George and Schillebeeckx, 2022). This involves reassessing and adjusting business strategies to align with the latest technological advancements and market trends. Such changes can include the adoption of new, more innovative, and adaptive business models, as well as fostering an organizational culture that is more receptive to change and technological updates.

Government Enterprise Architecture

The primary aim of developing enterprise architecture for the government and its agencies is to overhaul and modernize the overall public service operating model. This initiative seeks to enhance citizen satisfaction and quality of life, better manage and control investment costs, encourage inter-agency collaboration through standardized information-shared services, and improve data protection capabilities under legislative frameworks. All these efforts are directed towards a unified objective: transforming current government service capabilities into e-government services. This transformation involves introducing automated processes, enabling digital service channels, and promoting information-shared services as open architecture under legislative guidelines.

By implementing this strategic plan, countries have developed and proposed interoperability frameworks to align with the enterprise architecture exercise, strategically driving the e-government program. The concept of interoperability aims to

complete the entire operating model by incorporating multidimensional capabilities across policy, management, and technology. This holistic approach ensures that various government agencies can seamlessly integrate and share information, enhancing overall efficiency and effectiveness.

Several government agencies view interoperability as the technological enablement of information integration and sharing. According to Pardo et al. (2012), interoperability involves facilitating the exchange of information between different organizations, ensuring that data can flow smoothly from one entity to another. This approach not only supports better decision-making and service delivery but also fosters a more connected and responsive government infrastructure.

Integrated Social Services

The research conducted by Professor Brian Munday on "Integrated Social Services in Europe" explores methods and approaches to enhance the coordination and effectiveness of social services with other public services. Munday emphasizes the importance of service integration in providing holistic and coordinated support to users and their families (Brian Munday, 2007). His report for the Council of Europe includes various examples from European countries and offers practical guidelines for national and local policymakers on designing and implementing effective integration policies.

The primary goal of integrating social services is to address interconnected social issues through more coordinated and efficient service delivery. This approach aims to improve the quality of life for users by reducing access barriers and enhancing service efficiency. Munday's report is an integral part of the Council of Europe's Strategy for Social Cohesion, highlighting the need for policies that support cross-sector collaboration to create a more responsive and effective social service system.

RESEARCH METHODS

In this research model, Environment Turbulence, Flexibility Strategy, Business Model Innovation, and Digital Transformation are independent variables that directly influence Enterprise Architecture Orientation. This means that these independent variables directly impact the approach and implementation of Enterprise Architecture Orientation. Meanwhile, the Performance of Social Service is a dependent variable that is directly influenced by Digital Transformation and Enterprise Architecture Orientation. Enterprise Architecture Orientation is a mediating variable connecting the independent and dependent variables.

The subjects of this research were all Social Service Offices (or by other names) in West Java Province. The observation units (respondents) in this research were the Heads of the Social Service Office his or her representatives at the Echelon III-a level, who were the respondents and filled out the questionnaire. This level was closely related to strategic activities, so it could be assumed that at this level, sufficient information would be obtained to carry out various corrective steps and make strategic decisions in the future. The time for conducting research in the field was from November 2022 to January 2023.

This research utilized quantitative methods and a survey explanatory with the population of 27 Social Services Offices in West Java Province. The entire population is taken as a sample, called whole population sampling. It used an electronic survey using Google Forms, which presented questions and answer choices that respondents could choose from (scale 1 – 5). Questionnaire development refers to the operationalization of variables, as explained in Table 1.

Table 1
Operationalization of Variables

Variables	Dimensions	Indicators	Item No.
Y2 - Performance of Social Service	Human Resources (Y21)	HR Competencies HR Quality HR Quantity	1-3
	Timeliness (Y22)	Service Delivery Time Speed Response (Delay) Service Adaptability	4-6
	Cost-effectiveness (Y23)	Cost per Beneficiary Served Resource Utilization Effectiveness Cost Saving	7-9
	Business Process Simplification (Y24)	Process Cycle Time Complexity Index Percentage of Automated Process	10-12
Y1 - Enterprise Architecture Orientation	Strategic Architecture Orientation (Y11)	Alignment with Business Strategy External Support Internal Capability	1-3
	Operational Architecture Orientation (Y12)	Process Efficiency Data Quality & Governance Change Management Effectiveness	4-6
	Technological Architecture Orientation (Y13)	Data Integration Technology Innovation Technology Infrastructure	7-9
X1 - Environment Turbulence	Rate of Change (X11)	Political Stability Index Economic Fluctuation Technology Obsolescence Rate	1-3
	Uncertainty (X12)	Political Policy Economic Disruption Events Social Media Trend Velocity	4-6
	Complexity (X13)	Globalization Effect	7-9

Variables	Dimensions	Indicators	Item No.
		Technological Integration Complexity Digital Disruption	
X2 - Flexibility Strategy	Differentiation (X21)	Policy Customization Index Service Personalization Score Regulatory Flexibility	1-3
	Diversification (X22)	Revenue Source Diversity Ratio Service Portfolio Diversification Index Diversification of Government Investment	4-6
	Multiline Process (X23)	Interagency Collaboration Intensity Strategic Alliance Intensity Citizen Engagement	
X3 - Business Model Innovation	Citizen-Centric Approach (X31)	Minimum Service Standards Citizen Satisfaction Index Service Accessibility	1-3
	Service Delivery Transformation (X32)	Digital Service Adoption Rate Process Efficiency Improvement Service Quality Index	4-6
	Collaborative Governance (X33)	Stakeholder Engagement Frequency Strategic Alliance Effectiveness Transparency and Accountability	7-9
X4 - Digital Transformation	Digital Applications (X41)	Availability of Digital Applications Digital Application Compatibility	1-3

Variables	Dimensions	Indicators	Item No.
		Effectiveness of Using Digital Applications	
	Digital Human Resources (HR) (X42)	Digital HR Capabilities Digital HR Adequacy Digital HR Development	4-6
	Digital Education (X43)	Funding Allocation Intensity of Digital Education Effectiveness of Digital Education	7-9

Scale: interval

Source: Processed bu author

The research instrument was prepared to collect research data using a questionnaire, namely several written statements used to explore data obtained from respondent information. Validity and reliability tests are necessary to determine the statements' accuracy level. Data were analyzed using descriptive statistical analysis and hypothesis testing using Partial Least Square Structural Equation Modeling (PLS-SEM). Descriptive statistical analysis uses mean values, standard deviation, percentages, and five categories (Very Low, Low, Adequately High, High, and Very High). Hypothesis testing using PLS-SEM involves two steps. The first step is evaluating the measurement model, and the second is evaluating the structural model. Factor Loadings, Convergent Validity, Discriminant Validity, and Composite Reliability are usually reported when evaluating measurement models. As for the structural model, the path coefficients, R2 and f2 values, and significance tests (t-statistic and p-value) for each path using bootstrapping are reported.

RESULTS AND DISCUSSIONS

Results

In the results section of this research, respondent profiles, descriptive analysis findings, and inferential analysis findings using PLS-SEM are presented. The questionnaire was filled out by 27 respondents, namely heads of departments, heads of agencies, secretaries, heads of divisions/coordinators, or staff from departments that provide social services in the West Java province. The profile of research respondents in terms of gender, age, formal education, and position can be seen in Table 2.

Table 2.
Profile of Respondents

Gender	Frequency	Percentage
Male	9	33,3
Female	18	66,7
Age		
< 30 years old	5	18,5
>30 – 50 years old	19	70,4

Gender	Frequency	Percentage
> 50 years old	3	11,1
Formal Education		
< Diploma 3	0	0,0
Diploma 3	2	7,4
Diploma 4/Strata 1 (Bachelor)	21	77,8
S2 – Master's Degree	4	14,8
S3 – Doctoral Degree	0	0,0
Position		
Head of Department	3	11,1
Head of Agency	0	0,0
Secretary	1	3,7
Head of department/ coordinator	3	11,1
Staff	20	74,1
Total	27	100,0

Source: Primary Data (2023)

Table 2 provides a profile of research respondents with four main aspects: gender, age, formal education, and position. Based on the data presented, 27 respondents were identified. Regarding gender, nine respondents (33.3%) were men, while 18 (66.7%) were women. Respondents' ages were divided into three categories, with the majority of respondents aged between 30 and 50 years, including 19 respondents (70.4%). Most respondents had formal D4/S1 education (21 respondents or 77.8%), and four (14.8%) had Master's degrees. Regarding position, the majority of respondents were staff, with 20 respondents (74.1%), while department heads, agency heads, secretaries, and heads of division/coordinators had fewer respondents. Overall, this table provides a comprehensive picture of the demographic characteristics and positions of the respondents involved in the research. The conclusion that can be drawn from this table is that the majority of respondents were women (66.7%), aged between 30 and 50 years (70.4%), with formal education D4/S1 (77.8%), and most occupied positions as staff (74.1%).

Evaluation of the measurement model measures the relationship of each dimension to each latent variable. This measurement model evaluation includes 6 (six) measurement models for each latent variable and each dimension. Table 3 presents the results of the descriptive analysis of each variable studied. Because the data is on an interval scale, the descriptive statistics used are mean values, standard deviations, percentages, and categories.

Table 3.
Descriptive Analysis

Dimensions	Mean	S.D.	Percentage	Category
Rate of Change (X11)	3.185	1.108	63,7	Adequately High
Uncertainty (X12)	3.136	0.997	62,7	Adequately High
Complexity (X13)	3.432	0.974	68,6	High
Environment Turbulence (X1)	3.251	1.030	65,0	Adequately High
Differentiation (X21)	3.407	0.997	68,1	Adequately High
Diversification (X22)	3.173	0.985	63,5	Adequately High
Multiline Process (X23)	3.444	1.012	68,9	High

Dimensions	Mean	S.D.	Percentage	Category
Flexibility Strategy (X2)	3.342	0.999	66,8	Adequately High
Citizen-Centric Approach (X31)	3.420	1.128	68,4	High
Service Delivery Transformation (X32)	3.642	1.076	72,8	High
Collaborative Governance (X33)	3.457	1.049	69,1	High
Business Model Innovation (X3)	3.506	1.082	70,1	High
Digital Applications (X41)	3.420	1.082	68,4	High
Digital Human Resources (HR) (X42)	3.259	1.058	65,2	Adequately High
Digital Education (X43)	3.444	0.935	68,9	High
Digital Transformation (X4)	3.374	1.024	67,5	Adequately High
Strategic Architecture Orientation (Y11)	3.333	1.000	66,7	Adequately High
Operational Architecture Orientation (Y12)	3.272	1.073	65,4	Adequately High
Technological Architecture Orientation (Y13)	3.432	0.999	68,6	High
Enterprise Architecture Orientation (Y1)	3.346	1.020	66,9	Adequately High
Human Resources (Y21)	3.432	0.999	68,6	High
Timeliness (Y22)	3.457	1.049	69,1	High
Cost-effectiveness (Y23)	3.296	1.006	65,9	Adequately High
Business Process Simplification (Y24)	3.383	1.032	67,7	Adequately High
Performance of Social Service (Y2)	3.392	1.017	67,8	Adequately High

Notes: S.D. = Standard Deviation
Source: Processed bu author

Table 4 shows the measurement model for all dimensions of each variable, seen from the loading values, Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE).

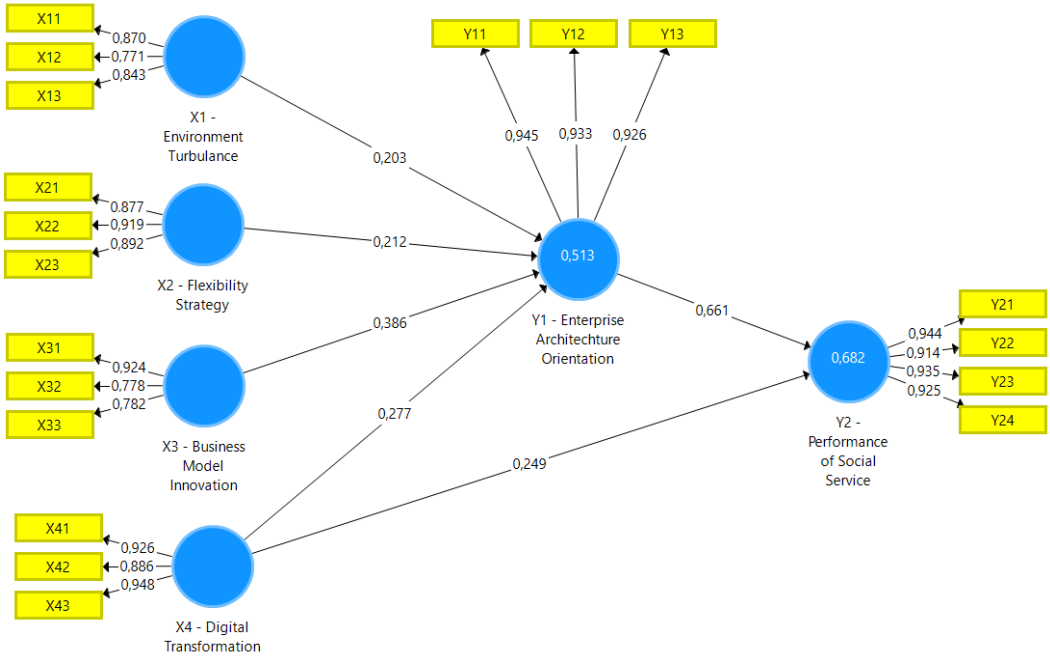
Table 4.
Descriptive Analysis

Construct	Loading	CA	CR	AVE
X11	0.870	0.772	0.868	0.687
X12	0.771			
X13	0.843			
X21	0.877	0.878	0.924	0.803
X22	0.919			
X23	0.892			
X31	0.924	0.788	0.869	0.69
X32	0.778			
X33	0.782			

Construct	Loading	CA	CR	AVE
X41	0.926	0.911	0.944	0.848
X42	0.886			
X43	0.948			
Y11	0.945	0.928	0.954	0.874
Y12	0.933			
Y13	0.926			
Y21	0.944	0.948	0.962	0.864
Y22	0.914			
Y23	0.935			
Y24	0.925			

Source: PLS Output (2023)

Figure 1.
Output of Structural Equation Modeling



Source: Processed bu author

All values presented in the table are above the cut-off value of their respective measurements. The construct loadings for all dimensions exceed 0.7, all surpassing the cut-off value. Similarly, the composite reliability (CR) and average variance extracted (AVE) are also above their cut-off values. The CR and AVE values are above 0.7 and 0.5, respectively, surpassing the threshold, indicating satisfactory reliability and convergent validity of the measurement model. All constructs (in this sense of dimensions) indicate strong relationships between these latent variables and the underlying construct. It can be said that these variables are good indicators of the construct or dimension being measured.

The structural model in PLS-SEM describes the correlation between latent variables (variables that are not measured directly) and identifies causality between all variables. In other words, a structural model explains the "structure" of the correlation between latent variables in a model. Therefore, this structural model is an important aspect of SEM analysis to test hypotheses and identify causality in a conceptual model. The conceptual model in this research looks at how X1, X2, X3, and X4 can influence Y1 and how X4 and Y1 influence Y2 directly. More than that, it can also be seen how Y1 can mediate the influence of X1, X2, X3, and X4 on Y2. Overall, the output of PLS can be explained in Figure 1.

Based on the output we have two structural equations.

Y1 = 0.203 X1 + 0.212 X2 + 0.386 X3 + 0.277 X4. with R-Square = 0.513 (1)

Y2 = 0.240 X4 + 0.661 Y1. with R-Square = 0.682 (2)

Based on this output, estimates can be made regarding coefficient values and hypothesis testing (see Table 5).

Table 5.
Hypothesis Testing

Path	Coefficient	Sample Mean (M)	Standard Deviation	t-statistics	p-values	`Hypotheses
X1 → Y1	0.203	0.219	0.079	2.772	0.006	Not Rejected
X2 → Y1	0.212	0.231	0.094	2.457	0.014	Not Rejected
X3 → Y1	0.386	0.391	0.052	7.519	0.000	Not Rejected
X4 → Y1	0.277	0.247	0.109	2.266	0.024	Not Rejected
X4 → Y2	0.249	0.263	0.111	2.369	0.018	Not Rejected
Y1 → Y2	0.661	0.652	0.123	5.301	0.000	Not Rejected
X1 → Y1 → Y2	0.134	0.136	0.031	4.387	0.000	Not Rejected
X2 → Y1 → Y2	0.140	0.151	0.044	3.432	0.001	Not Rejected
X3 → Y1 → Y2	0.255	0.260	0.039	6.667	0.000	Not Rejected
X4 → Y1 → Y2	0.183	0.163	0.060	2.717	0.007	Not Rejected

Source: PLS Output (2023)

The output from the structural equation model provides several explanations as follows. Independent latent variables (environmental turbulence, flexibility strategy, business model innovation, and digital transformation) have a positive and significant direct influence on the mediating variable (Enterprise Architecture Orientation). It can be seen from the positive direction of the vector and the critical ratio (CR) value of each path that meets the criteria for proving the hypothesis. The simultaneous influence value of 0.513 indicates that 51.3% of the variance of Enterprise Architecture Orientation can be explained by the independent variables (Environment Turbulence, Flexibility Strategy, Business Model Innovation, and Digital Transformation). The rest is influenced by other factors not included in the model.

The independent variable of Digital Transformation and the mediating variable of Enterprise Architecture Orientation have a positive and significant direct influence on the independent variable (Performance of Social Service). The coefficient of determination (R-square) was also found to have a value of 0.682, which means that 68.2% of the variation in the Performance of Social Service (Y2) variable could be explained by all its predecessor variables (both independent and mediating).

Regarding the mediation effect (see Table 5), it is estimated that Enterprise Architecture Orientation indeed functions as a mediating variable for environmental turbulence, Flexibility Strategy, Business Model Innovation, and Digital Transformation. The mediation effect for the environmental turbulence, Flexibility Strategy, and Business Model Innovation variables is full complete mediation because it has to go through Enterprise Architecture Orientation (there is no direct route to the Performance of Social Service. However, it can be a partial mediation for Digital Transformation in influencing the Performance of Social Service. This means that Digital Transformation can directly influence the Performance of Social Service or can also be done through Enterprise Architecture Orientation.

Discussion

Referring to the research results in the previous section, information was obtained that Enterprise Architecture Orientation is influenced by Environmental Turbulence, Flexibility Strategy, Business Model Innovation, and Digital Transformation. Based on the t-test and p-value, all effects are positive and significant. This means that Hypothesis 1 to Hypothesis 4 can be accepted. The most considerable coefficient value is business model innovation towards enterprise architecture orientation, followed by digital transformation, flexibility strategy, and finally, environmental turbulence.

Based on these findings, it can be stated that the independent variables, which include Environmental Turbulence, Flexibility Strategy, Business Model Innovation, and Digital Transformation, significantly influence the Enterprise Architecture Orientation in the proposed model. Hypotheses 1 to 4, which assume a positive influence of these variables on Enterprise Architecture Orientation, have been accepted based on the t-test and significant p-value. In addition, the most immense coefficient value was found for Business Model Innovation, showing the most significant impact on Enterprise Architecture Orientation, followed by Digital Transformation, Flexibility Strategy, and Environment Turbulence, respectively.

These findings also show that Business Model Innovation has become the biggest contributor to influencing Enterprise Architecture Orientation. In the social service in West Java, these findings indicate that changes or innovations in the business model strongly influence the organizational architecture and information technology orientation in the social service. The possible adoption of new technologies or restructuring of business processes can be triggered by innovations in business models, which in turn influence how information systems and technologies are used and integrated within organizations in the social services environment.

This finding is in line with several previous studies regarding the role of digital transformation in improving Enterprise Architecture Orientation in both government and non-government institutions (Anthony Jnr, 2021; Gong et al., 2020; Korhonen & Halén, 2017; Zimmermann et al., 2016). Previous studies emphasize the importance of adopting digital transformation in directing enterprise architecture per an institution's goals, vision, and mission. This finding is also in line with several previous studies related to the influence of Flexibility Strategy on Enterprise Architecture Orientation. It is emphasized here that implementing a flexible strategy allows a business or non-business institution (government) to develop its Enterprise Architecture Orientation (Gong et al., 2020; Korhonen & Halén, 2017; Zimmermann et al., 2016).

Thus, it can be stated that the findings of this research regarding the relationship between Environmental Turbulence and Enterprise Architecture Orientation are that social services need to consider environmental turbulence, especially the external environment, in developing their orientation in enterprise architecture. Several previous studies emphasize the importance of

paying attention to environmental turbulence and its influence on enterprise architecture orientation (Gromova et al., 2020; Korhonen & Halén, 2017; Zimmermann et al., 2016).

Furthermore, the influence of digital transformation and Enterprise Architecture Orientation on the Performance of Social Service in social services in West Java is also discussed. It is known that the influence of these two variables on the Performance of Social Service is positive and significant. This means that digital transformation and Enterprise Architecture Orientation can directly influence improving social service performance. These results confirm the testing of Hypotheses 5 and 6, which were found to be acceptable. This calculation emphasizes the importance of digital transformation and correct Enterprise Architecture Orientation in influencing the level of performance of social services in the social services environment in West Java.

These findings confirm that the digital transformation carried out by social services to date, as well as accuracy in enterprise architecture orientation, can improve the performance of social services in these institutions. Judging from the large coefficient value, enterprise architecture orientation has a greater influence on social service performance than digital transformation. Conditions demonstrate the importance of strengthening the foundations of organizational architecture in improving the effectiveness and efficiency of social services, even when there are ongoing technological changes.

In this case, the implementation of digital transformation must be integrated into enterprise architecture orientation to improve the performance of social services. This can involve strategic integration between digital transformation initiatives and existing company architecture. This includes developing technological infrastructure that enables system inter-operation, building digital applications that support operational processes, and strengthening HR capacity to utilize technology effectively. In addition, it is important to ensure that the digital transformation strategy is focused on providing more efficient, responsive, and quality social services, which align with the goals and needs of social services and the communities they serve.

As stated previously, the focus of digital transformation can be directed at digital education, both for employees and the community, so that, in turn, the output from digital education can help social service employees (concerning the competency, quality, and quantity of human resources) to improve their performance. In this way, social services can be more responsive to changes in the environment and community demands, increase the efficiency of operational processes, and optimize the social services provided. In addition, human resources skilled in technology can also accelerate the adoption of innovation, develop more effective solutions, and increase internal and external collaboration to achieve organizational goals more effectively. This will help social services provide more quality and relevant services and positively impact society (Tjahjadi et al., 2019).

The finding that digital transformation can have a positive effect on improving the performance of social services is in line with various previous studies. These various studies emphasize the importance of proper planning and implementation of digital transformation with efforts to improve overall performance (He et al., 2022; Herrmann et al., 2018; Iljashenko et al., 2019; Karimi & Walter, 2015).

The influence of enterprise architecture orientation makes the greatest contribution to increasing the performance of social services in West Java. This condition shows that effective implementation of enterprise architecture principles and practices significantly impacts improving the performance of social services in West Java. This indicates that a structured and integrated approach to information technology management and information systems, as well

as the overall enterprise architecture, can produce tangible improvements in operational efficiency, service responsiveness, and the quality of services provided to the public.

These findings suggest that social services need to place greater emphasis on developing and implementing effective enterprise architecture practices in their strategy and operations. This includes investing in human resources who understand enterprise architecture concepts and practices and implementing frameworks and processes that suit social services' specific needs and challenges. In this way, social services can maximize the potential of enterprise architecture orientation to achieve organizational goals and provide better services to the community.

This finding also confirms that enterprise architecture orientation in the social service environment needs to focus on Strategic Architecture Orientation. In social services in West Java, Strategic Architecture Orientation shows a close relationship with three indicators. Alignment with Business Strategy highlights the importance of aligning information technology architecture with social services business strategy. External support reflects the support provided by external entities, such as related parties and strategic partners, in implementing the architecture. Internal Capability shows the internal capabilities of social services, including HR expertise and technological infrastructure that support the development and implementation of appropriate architecture. The strong relationship between these three indicators shows the importance of integration between strategy, external support, and internal capabilities in achieving effective architectural goals.

These findings confirm the conformity with research results from previous studies regarding the relationship between enterprise architecture orientation and increased performance of social service (Gandia & Parmentier, 2017; Gong et al., 2020; Kitsios & Kamariotou, 2018; Snow et al., 2017). These findings corroborate previous studies' research results regarding the relationship between enterprise architecture orientation and increased social service performance. Implementing enterprise architecture orientation is hoped to improve social service performance even further.

Enterprise Architecture Orientation can act as a mediating variable because it connects antecedent variables, such as Environmental Turbulence, Flexibility Strategy, Business Model Innovation, and Digital Transformation, with the Performance of Social Service. In this context, Enterprise Architecture Orientation acts as an intermediary explaining how these antecedent variables' influence affects social service performance. Thus, Enterprise Architecture Orientation functions as a way to bridge the relationship between environmental conditions and organizational strategy and social service performance results. Therefore, when Enterprise Architecture Orientation is used as a mediating variable, the mediating effect can help explain the relationship path between antecedent variables and social service performance in more detail and comprehensively.

Based on the calculation results, information was obtained that Enterprise Architecture Orientation acts as a mediating variable. All hypotheses, namely hypotheses 7 to 10, can be accepted. Its role as a mediating variable places this variable as the most critical variable in the proposed model. Overall, it is clear that Enterprise Architecture Orientation can mediate all antecedent variables about the Performance of Social Service. These findings confirm several previous studies related to this mediating role, especially in government institutional environments (Gong et al., 2020; Purworaharjo, 2018; Rakhman et al., 2019; Seppänen et al., 2018).

CONCLUSIONS

Environmental Turbulence, Flexibility Strategy, Business Model Innovation, and Digital Transformation can influence Enterprise Architecture Orientation. The statement highlights the importance of paying attention to the changing environment, flexibility strategies, business model innovation, and digital transformation in improving enterprise architectural orientation, which also emphasizes the need for adaptation to environmental dynamics to achieve organizational goals. The results of the research and discussion can lead to the formation of a Performance Social Service model in the social service environment, which is influenced by Environmental Turbulence, Flexibility Strategy, Business Model Innovation, and Digital Transformation, mediated by Enterprise Architecture Orientation. This model emphasizes several important aspects in each variable that need to be explored so that the model is robust.

This model shows that Social Service Performance can be carried out well if it is supported by a strategic architectural orientation implemented in the Corporate Architecture Orientation. Furthermore, Social Service Performance can also improve with the support of factors such as flexibility strategies, business model innovation, and digital transformation that are implemented appropriately, which are also based on consideration of the environmental turbulence that occurs.

So, the model described highlights the importance of the relationship between Enterprise Architecture Orientation (EAO) and Performance of Social Service (PSS) in the context of social services in West Java. Strategic Architecture Orientation (SAO), as an integral part of the EAO, plays a crucial role in ensuring that existing technological infrastructure and business processes optimally support the strategic objectives of social services. Thus, a strong SAO can improve operational efficiency and service responsiveness and increase user satisfaction in the provision of social services. However, successfully implementing these factors must also consider the existing environmental turbulence conditions. Rapid and unexpected environmental changes can affect strategy, innovation, and digital transformation, requiring flexibility and rapid adaptation from social services.

The proposed model confirms that good performance of social services can be achieved when EAO is supported by a strong SAO, as well as balanced with the effective implementation of other factors such as flexibility strategies, business model innovation, and digital transformation, all of which must be adapted with existing environmental turbulence conditions. With a comprehensive and integrated approach to EAO and these factors, social services in West Java can achieve optimal social service performance for society as a whole.

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