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Digital Leadership In Managing Public Organization Indonesia

Fitriani^{1*}, Ransta L Lekatompessy², Hesty Tambajong³, Fransin Kontu⁴, Imelda C
Laode⁵, Umiyati Haris⁶, Welhelmina Jeujan⁷

^{1,2,3,4,5,6,7} Department of Public Administration, Universitas Musamus, Merauke, Indonesia..

*Corresponding Author. Email : fitriani310878@gmail.com

ABSTRACT

The development of information and communication technology (ICT) has brought fundamental changes in the world of public organizations. This study aims to analyze the role and impact of digital leadership in managing public organizations in the digital era. The research method used is a qualitative approach using case studies from several public organizations that have implemented digital leadership. Data was collected through in-depth interviews with government officials, managers and staff of organizations involved in digital transformation. The results of the study show that digital leadership functions as a catalyst in facing the challenges of rapid change in the digital era. Digital leadership encourages public organizations to adopt and apply relevant information technologies, and enhance digital skills and literacy at all levels. In addition, digital leadership also creates a culture of innovation and collaboration within public organizations. The digital leader encourages the active participation of staff and members of the organization in creating technology-based solutions to improve the quality of public services and operational efficiency. During the digital transformation process, digital leadership also focuses on managing change and overcoming emerging obstacles. Digital leaders have an important role to play in unifying the vision and building commitment to digital transformation, as well as helping to overcome resistance from those who are less familiar with new technologies. However, this research also identifies several challenges in implementing digital leadership in public organizations. Some of these are the lack of adequate resources and budget, and the need to address concerns regarding data security and privacy. In conclusion, digital leadership has proven itself as a key factor in managing public organizations in the digital era. Digital transformation led by digital leaders brings positive changes in efficiency, transparency and citizen participation in public services. To address these challenges, governments and public organizations need to invest in human resource training and development, and design policies and strategies that support technological innovation and adaptation to achieve success in digital leadership.

Keywords: Leadership, Digital, Organization, Public.

1. INTRODUCTION

Around the world, including in Indonesia, the advancement of information and communication technology (ICT) has ushered in a new era in the administration of public institutions. Digital leadership has been acknowledged as one of the essential components for achieving transformation and enhancing the performance of public organizations in coping with the complex and quick changes brought about by the digital revolution. In order to affect good changes in the public sector, this research intends to examine the function and effects of digital leadership in managing

public organizations in Indonesia. Leaders of public organizations are currently required to adapt to developments in information technology to support their leadership. Leader abilities like this can inspire subordinates, where acumen in applying digital leadership benchmarks shows a fast, cross-hierarchical, cooperative, and team-oriented approach that often integrates innovation [1]. Advances in Information Technology encourage management to continue to innovate and influence the use of the system effectively, which can be a starting point for the right decision-making process [2].

Indonesia as a country with a large population and rich resource potential has experienced rapid acceleration in the adoption of information and communication technology. These changes have affected various sectors, including the public sector. Digital leadership in the Indonesian context includes the application of ICT technology in decision making, policy implementation, and public services to increase the efficiency and responsiveness of public organizations to societal demands. One clear example of the impact of digital leadership is transformation in public services. The Indonesian government has invested in online platforms and mobile applications that enable citizens to access various public services efficiently and quickly. For example, electronic government portals (e-Government) that provide various services such as licensing, paying taxes, and submitting proposals online. Through the application of this digital technology, waiting times and administrative costs can be reduced, thereby having a positive impact on public satisfaction and trust in public services. The data also shows that public organizations in Indonesia that lead in digital innovation and transformation tend to perform better in providing quality and responsive services. For example, the Regional Financial and Asset Management Agency of East Java Province has implemented a digital-based financial management system to manage public finances more efficiently and transparently. This has helped reduce the risk of budget mismanagement and enabled more accurate monitoring of the use of public funds. There are, nevertheless, a number of difficulties that must be overcome in order to execute digital leadership. One of them is increasing digital literacy and technology skills for government staff, so that they can smoothly adapt to changes in technology. In addition, it is important to ensure data security and privacy in the implementation of digital services to avoid the potential risk of leakage of the public's personal information. Therefore, this study will significantly advance our understanding of the function of digital leadership in Indonesia's public sector management. It is hoped that the results of this research can provide guidance and recommendations for the government and public organizations to optimize digital transformation in an effort to increase efficiency, transparency and quality of public services in the future.

2. RESEARCH METHOD

This research will use a qualitative approach with case studies as the main method to understand more deeply the role and impact of digital leadership in managing public organizations in Indonesia. The qualitative approach was chosen because it allows researchers to explore more in-depth and complex aspects of digital leadership and its impact on public organizations. The collected qualitative data will be analyzed using an interactive analysis approach [3] It

implies that the processes involved in qualitative data analysis are interactive and ongoing until they are finished and the data is saturated. Data reduction, data display, and data conclusion drafting and verification are the steps in data analysis. This will help in understanding the role of digital leadership in managing public organizations and their impact on public services. By using a qualitative approach, this research is expected to provide in-depth insight into the important role of digital leadership in managing public organizations in Indonesia and identify opportunities and challenges in implementing digital transformation in public services.

3. DISCUSSION

Leadership is the process of a leader directing other people who are organized in achieving predetermined goals. The leader's ability to manage his subordinates to continue to act and behave positively towards achieving goals requires an appropriate strategy. In the current industrial era, one of the strategies leaders must implement is digital leadership. Digital leadership, known as e-leadership, is a leader that emerges as a result of a digital transformation process that initiates technological change and transformation [4] According to [5], a leader's preferred and frequently used patterns of behavior and strategies are referred to as their leadership style. Leaders use these patterns of behavior and strategies to influence followers in order to achieve organizational goals and objectives. Patterns of digital leadership will lead to consequences for behavior that can shape habits or culture. This Global Information Technology must be carried out systematically in order to network between individuals, institutions, institutions, organizations, systematically and leadership knowledge related to ICT is one of the important aspects needed [6]. Leaders who are adaptive to the environment are leaders who have a good response to change, so that it becomes a factor in deciding to follow these changes, including the decision to adopt ICT. [7] suggests leadership factors that influence ICT adoption. The advantage of implementing IT is not only from a financial perspective, but also from a business assessment of how much it contributes to achieving business goals and how much support it supports in implementing strategic success factors.

The ability to steer a company toward attaining its objectives and creating a sustained competitive advantage is referred to as leadership. Digital culture and digital competency work together to create digital leadership. The study of digital leadership is a subset of the study of leadership discourse, which is based on the Hambrick and Mason's [8] upper echelon theory, according to which outcomes may be predicted by a manager's personality. A leadership approach known as "digital leadership" focuses on bringing about digital

transformation within a company. With the use of this leadership paradigm, businesses and organizations may digitize their workplace and workplace culture [9]. Pearl Zhu [10] defines digital leadership criteria consisting of 5 characteristics: (a) Thinking, namely the ability to deal with market changes and competition, (b) Creative, namely digital leaders who have a mindset of creativity and innovation to formulate new ideas become a reality, (c) Visionary, namely digital leaders who have the ability to provide direction and act as an orchestra to transform digital businesses, (d) Curiosity, namely using complex ecosystems and moving forward due to the factors of Volatility, Uncertainty, Complexity, Ambiguity (VUCA). A digital leader must have the ability to learn, (e) Profound Leader, namely a digital leadership style that can lead in complex situations by having in-depth knowledge and understanding, and using this knowledge for interpretation, thinking synthesis to make decisions.

In the government sector, public services are currently undergoing major changes, especially in the use of information technology to facilitate government and speed up the time of public services to the community. The existence of a leader who has the ability and vision to combine his leadership style by utilizing and adopting technology is urgently needed in the government sector. Some of the studies that became the reference in this study were by:

1. Muhamad Yopana, Rhenald Kasalib, Tengku Ezni Balqiahc, dan Manerep Pasaribu (2022). The Role of Digital Leadership, Customer Orientation and Business Model Innovation for IoT Companies. *International Journal Of Business*, 27(2), 2022 [11]
2. Sri Maryati1, dan Muhammad Ichsan Siregar (2022). Kepemimpinan Digital dalam meningkatkan kinerja organisasi peran Teknologi Informasi dan Komunikasi. Owner: Riset & Jurnal Akuntansi e –ISSN : 2548-9224 | p-ISSN : 2548-7507 Volume 6 Nomor 4, Oktober 2022 [12].
3. Evans E.W. Tulungen, David P.E. Saerang, dan Joubert B. Maramis (2022). Digital Transformation: Role Of Digital Leadership. *Jurnal EMBA Vol. 10 No. 2 April 2022*, Hal. 1116-1123 [13].
4. Riyanto Wujarso, Bayu Seno Pitoyo, dan Roy Prakoso (2023). Peran Kepemimpinan Digital Dalam Era Digital. *Journal of Information System, Applied, Management, Accounting and Research Vol. 7 No.1 Februari 2023* [14].
5. Farida Dwi Cahyani (2021). Implementasi Digital Leadership Dalam Pengembangan Kompetensi Digital Pada Pelayanan Publik. *Jurnal Studi Komunikasi dan Media Vol. 25 No.1 (2021)* [15].

The desire for timely, transparent, affordable, and responsible public services is a result of changes in the way that technology is used in daily life, which offers many conveniences. Ismail (2020) [16] claims that

Indonesia is currently in the process of going digital, using corporate processes and information and communication technologies to benefit from digital material. Institutions are currently using learning management systems (LMS), online learning, and formal document management online. Leaders that are active and implement several innovations based on digital technology are required in the current digital era, which means that their thinking must be digital as well [17]. Therefore, a leader with technical and soft skill knowledge is required, and these are formalized into the seven supporting pillars of digital leadership [15]: 1) Participate and build an ecosystem to achieve organizational goals, 2) Think progressive, innovative, creative, 3) Understand today's technology, think about the future, be visionary, 4) Build effective communication, 5) Building a network with stakeholders (collaborative), 6) Be wise towards technological developments, and 7) Ability to assess and take advantage of big data.

In order to achieve organizational objectives, organizational performance, and better public services, a digital leader must go further, have a broader perspective, and be able to connect the ideas of the team members he leads across national, state, geographical, cultural, and other boundaries. [15]. According to Klein [17] there are 3 characteristics of digital leaders, namely characteristic-digital business, characteristic-social attitude, and characteristics-general mindset. Meanwhile, according to Kevin Olp quoting Sullivan [18] the skills needed by a digital leader are Digital Literacy, Defense, Presence, Communication, Adaptability, Self-Awareness, and Cultural Awareness. The frame of mind of this research originates from the phenomenon of the digitalization era and the demands of society for services provided by the government so that one strategy that can be used is through digital leadership by paying attention to 2 aspects, namely from the individual aspect which consists of characteristics, competence/skills and work team, while the next aspect is the organization consisting of the availability of big data, IT infrastructure, applications/systems and human resources. The synergy between these 2 aspects leads leaders who apply digital leadership to become leaders who are transparent, service efficiency and quality service. In order to find all indicators that can support maximum public services, go back to the starting process by looking at the initial requests, processing them, and re-analyzing the components in the digital leadership strategy. This will ensure that the results of public services are maximized. The description of the framework of thought is as follows :

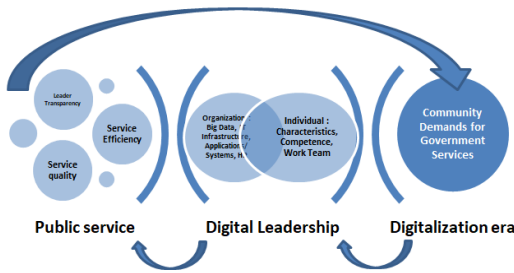


Figure 1 Frame Work of Digital leadership in Public organization

Based on the results of this study, it was found that there were:

1. The Role of Digital Leadership in the Transformation of Public Organizations

The study's findings indicate that digital leadership is a key factor in Indonesia's public organizations' transformation. By strategically implementing information and communication technology (ICT), leaders can improve efficiency, transparency, and the quality of public services. The theory that supports the role of digital leadership in organizational transformation is the Transformational Leadership Theory. This theory emphasizes that transformation-oriented leadership is able to inspire, motivate, and form a clear vision to change the organization positively.

2. The Impact of Digital Leadership on Increasing the Efficiency and Responsiveness of Public Organizations

The research results also show that public organizations that implement digital leadership have increased efficiency and responsiveness in public services. By utilizing digital technology in government administration, decision-making processes, and public services, public organizations can respond more quickly and accurately to community needs. The theory that supports this impact is Organizational Efficiency Theory which emphasizes the importance of utilizing organizational resources efficiently to achieve organizational goals with minimal costs and time.

3. Innovation in Public Service through Digital Leadership

Digital leadership also has an impact on innovation in public services. Public organizations that implement digital technology can create innovative solutions to improve service quality and create positive experiences for the community. The theory that supports this impact is the Innovation in Public Service Theory which emphasizes the importance of finding innovative solutions to overcome challenges in public services.

4. Challenges in Digital Leadership Implementation
Although digital leadership has positive potential

in managing public organizations, the research results also identify several challenges in its implementation. The main challenge is the lack of adequate resources and budget, as well as resistance from those who are less familiar with digital technology. The theory that supports this challenge is the Organizational Change Theory which emphasizes the complexity and resistance in implementing changes in organizations.

5. Limitations and Recommendations for the Future
This study is limited in scope and generalizability of results to all public organizations in Indonesia. Therefore, future research can involve more public organizations from various sectors and levels of government to get a more comprehensive picture of digital leadership. Recommendations for the future include further investment in training and human resource development in public organizations to increase digital literacy and technology skills. In addition, the government also needs to develop policies that support the application and adoption of digital leadership in managing public organizations. In conclusion, digital leadership has a positive impact on managing public organizations in Indonesia by increasing efficiency, responsiveness and innovation in public services. By understanding the roles and challenges of digital leadership, governments and public organizations can optimize digital transformation in achieving success in managing public organizations in the digital era.

4. CONCLUSION AND RECOMENDATION

Research on digital leadership in managing public organizations in Indonesia reveals that digital leadership has a crucial role in achieving transformation and improving the performance of public organizations in the digital era. By strategically implementing information and communication technology (ICT), leaders can improve efficiency, transparency, and the quality of public services. Public organizations that apply digital leadership are also experiencing a positive impact in public service innovation and a better user experience. However, there are challenges such as a lack of resources and resistance to change that need to be overcome.

Suggestion: Based on the research results, here are some suggestions for improving the application of digital leadership in managing public organizations in Indonesia:

1. Investment in Human Resources: Governments and public organizations need to allocate resources for training and human resource development in information and digital technology. Increased digital literacy and technology skills of employees will ensure a smoother adoption of digital technologies.

2. Development of Supporting Policies: It is necessary to design policies and regulations that support the use of digital technology in public organizations. Policies should cover data security, privacy and ethical issues in the use of digital technology.
3. Collaboration between Public Organizations: Governments and public organizations can work together to develop and share successful digital solutions. Collaboration will strengthen knowledge and experience exchange and accelerate effective technology adoption.
4. Technological Infrastructure Improvement: Governments should invest in adequate technology infrastructure to support digital transformation. Providing wide and fast internet access will facilitate the application of digital technology in all regions of Indonesia.
5. Encouraging Community Participation: Communities need to be encouraged to actively participate in the development and implementation of digital technology-based public services. Community participation will help create solutions that are more relevant and support the successful application of digital technology in public services.
6. Adopt a Participatory Approach to Change: The adoption of digital leadership must include a participatory approach that engages employees and other stakeholders in the change process. Actively engaging them will increase the acceptance and success of digital transformation.

By taking these steps, digital leadership can become a strong pillar in managing public organizations in Indonesia. Effective adoption of digital technology will bring about positive changes in the efficiency, transparency and quality of public services, as well as increase public satisfaction.

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