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Analysis Of Digital Leadership and Digital Transformation In Improving Public Services In The City Of Tasikmalaya

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Abstract

Internet use has experienced a very significant increase. has become an integral part of everyday life, changing the way we learn, communicate, and even work. The Internet has revolutionized the way we communicate. Now, there are many conveniences with email, social media and instant messaging applications, so communication is faster and more efficient. The aim of this research is to analyze the role of digital leadership in realizing digital transformation in the government sector in order to improve the quality of public services. This research uses a qualitative approach, using the literature review method. This study was conducted to examine the role of digital leadership in the government sector in realizing digital transformation. Data was collected through previous literature originating from previous studies, journals and books related to the research problem. After exploring various literature, data, documents and discussions in the Focus Group Discussion, the implementation of digital leadership provides strength to leadership policies in regulating the use of information technology to solve problems collaboratively and with effective communication between leaders and members. This research concludes that the obstacles and obstacles encountered in services need to be immediately overcome by developing a digital transformation program to improve the quality of public services. Because the development of digital technology is very fast, it is necessary to anticipate the development of digital competency capacity for coordinators and members in a programmed, planned and measurable manner.

Key words: Digital Leadership, Digital Transformation, Public Service.

INTRODUCTION

In the last few decades, the use of technology, especially the internet, has increased very significantly. The Internet has become an integral part of everyday life, changing the

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way we learn, communicate, and even work. The Internet has revolutionized the way we communicate. Previously long distance communication was carried out via mail or telephone which took time and money. Now, there are many conveniences with email, social media and instant messaging applications, so communication is faster and more efficient.

In its development in the world of work, the internet has made it possible to create new work models such as remote working or working from home. Cloud computing technology and various collaboration applications allow employees to access data and work together in real-time, even in different locations. This not only increases productivity but also provides more flexibility for workers. This could be a solution in the public service sector. Also listed in public organizations, the main case in public organizations is public service problems (Saggaf, Said, & Saggaf, 2018).

Public services are activities that prioritize universal interests, facilitate public affairs, shorten service time and provide satisfaction to the public (Sandiasa & Agustana, 2018). Fulfilling people's rights is the goal of public services which needs to continue to be improved in terms of both quality and quantity. From the quantity aspect, it can be seen from the large number of people served as well as increasing service time, shortening procedures, while from the quality side it can minimize errors in providing services, speed up service and ease of service.

Leadership has a very large position in public organizations to direct the achievement of organizational goals (Cahyarini, 2021). Leadership is always related to organizational control skills, so leadership cannot be separated from organizational management (Putra, 2019). Leaders are expected to be able to have a positive influence on other people or within the group they lead. Leadership in modern times is different from leadership in the past, currently leaders must be able to adapt to conditions and circumstances that continue to grow (Katharina, 2021).

The use of data technology in various fields will certainly really help organizations to achieve the desired goals. Along with its development, the industrial revolution 4.0 and the government revolution 4.0 have become the basis for transformation in government to adopt the use of technology. It is hoped that the encouragement of data technology can make public services easier and faster (Islah, 2018). The industrial revolution 4.0 urges automation systems at all stages of public services through data systems that combine sources, databases and relationships between data (Hadi, Asworo, & Taqwa, 2020). This revolution created the successful installation of advanced digital government infrastructure. It is generally accepted that digital technology increases accountability, efficiency and transparency of administration, reduces expenditure, and creates better

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governance (Ningtyas, 2017). A leadership position in implementing digital transformation in government will certainly be a necessity. Leadership is central in adopting the use of technology in the Industry 4.0 era. In the digital era, leaders need to have good digital skills and knowledge with strong character and be able to adapt to various circumstances (Huriyah, 2016).

The digital era we are currently experiencing is changing society's view of life and work in a way that is comparable to the impact of the industrial revolution. The social aspect of digitalization is characterized by a level of connectivity never seen before, both at the individual and professional level. Today, data transfer is used for communication not only between people, but also between objects in everyday life, such as connecting the entire house with the latest Wi-Fi technology. Digital leadership is a combination of traditional leadership styles and the use of digital technology to realize digital transformation. A digital leader must have characteristics and behaviors that enable them to achieve digital transformation goals (Mwita & Joanthan, 2019).

Digital transformation is a necessity for local governments to improve public services and accelerate regional development. Tasikmalaya City, as one of the fastest growing cities in West Java, has initiated various digital initiatives to increase efficiency and transparency. This research explores how government leadership facilitates and directs the digital transformation process. Based on the background described above, the aim of this research is to analyze the role of digital leadership in realizing digital transformation in the government sector in improving the quality of public services in Tasikmalaya City.

METHODOLOGY

This research uses a qualitative approach, using the literature review method. This study was conducted to examine the role of digital leadership in the government sector in realizing digital transformation. Data was collected through previous literature originating from previous studies, journals and books related to the research problem.

According to Sugiyono (2016:9) the qualitative descriptive method is a research method based on the philosophy of postpositivism used to research the conditions of natural objects (as opposed to experiments) where the researcher is the key instrument. Data collection techniques are carried out using triangulation (combination), data analysis. is inductive/qualitative, and the results of qualitative research emphasize meaning rather than generalization.

Data collection in this research was carried out in several stages. First, determine the topic and problem, second, conduct a literature search via Google Scholar using the

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keywords digital transformation, leadership, government. Third, carry out analysis and interpretation of the data or literature found. The data analysis technique used in this research is qualitative descriptive analysis, namely describing the data and interpreting the data obtained through a literature review which is then analyzed in such a way that it is hoped that a picture will be obtained that can reveal the answer to the question of the role of digital leadership in digital transformation in the public sector.

RESEARCH AND RESULTS

1. Digital Leadership as an Effort to Improve Public Services

In order to achieve organizational goals in the current digital era, there are many aspects to fulfilling them, including the element of leadership or digital-minded leaders. Because the success of an organization is not only measured by the performance of its staff or personnel, the most important thing is the competency factor of the organization's leaders. A new leadership style is needed that has entrepreneurial skills (Kazim, 2019), and even dynamic digital leadership traits are needed to drive digital transformation (Oberer, B, & Erkollar, 2018). Apart from technical expertise, soft skills are very necessary in the digital leadership supporting pillars as follows:



Figure 1. Supporting Pillars of Digital Leadership

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From the pillars above, it can be seen how soft skills dominate the characteristics of digital leadership. A digital leadership person needs to go further and take a broader view, and be able to bring the thinking of the personnel he leads together across other boundaries by using data and communication technology to achieve organizational goals, organizational performance and better public services. Characteristics needed by a digital leader or digital leadership according to Klein (2020): A digital leader can coordinate the knowledge, skills and abilities of a team. It is no less meaningful if a digital leader must act as a digital talent scout. The skills needed for a digital leader, according to Kevin Olp from the Digital Workplace Group, quote (Sullivan, 2017):

1. Digital Literacy, namely knowledge and skills in using digital media as well as data and internet technology. Not only does it require technical skills, but also cognitive, critical and creative skills.
2. Digital Vision, the ability to predict and convince others of the long-term opportunities of new technology and prepare digital strategies.
3. Defense, is the digital leader's skill to ensure the conditions required by the organization. Defense will motivate human resources to move towards a digital vision. Leaders' commitment to improving their own literacy urges others to follow suit.
4. Presence, namely the presence of the leader which is a form of real advice and can be put into practice. Leaders can have a clear digital vision and be able to explain it well, but if it is not visible to their staff, no one will follow it.
5. Communication, is the leader's communication method in supporting the strength of the message being informed. This means thinking about communication methods that can support the digital vision.
6. Adaptability, which is an aspect of adapting that is very challenging for leaders, namely developing tolerance for innovation.
7. Self-Awareness, namely the leader's approach and the process of influencing other people must occur naturally and over time.
8. Cultural Awareness, namely understanding culture as a reflection of digital vision. Leaders must understand and emphasize cultural differences that may arise by considering the sensitivity of digital work methods in the communication and participation process.

2. Digital Transformation as an Effort to Improve Public Services

For (Susanty & Yuningsih, 2021a), transformation can be referred to as the process of using digital technology such as virtualization technology, mobile computing, cloud computing, integration of all systems in the organization and so on. (Karso, 2022a) states

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that digital transformation is a mixture of digital innovations that are produced, giving rise to changes in structure, values, processes, positions and ecosystems within the organization or areas outside the organization. (Khan, 2021a) said that digital transformation is an evolutionary process that relies on existing expertise and digital technology to produce or replace business processes, operational processes and customer experiences so as to create new value.

From this interpretation it can be concluded that digital transformation is a radical/extraordinary process where the process connects existing energy sources including using digital technology available at that time to create organizational outcomes to provide new experiences. This new experience can manifest as a new value obtained by consumers such as ease of transactions, shopping, talking, and so on.

a). Driving Aspects of Digital Transformation

When the atmosphere changes to one that focuses more on the use of digital technology, digital transformation (DT) is a phenomenon that cannot be avoided. Ready or not, organizations must welcome digital transformation well in order to survive and compete.

For (Wirawan, 2020a) there are 4 aspects driving the formation of digital transformation. These factors are (a) changes in regulations; (b) changes in the competitive landscape; (c) movement/change to a digital form of industry; (d) changes in consumer attitudes and expectations. The current situation, if assessed from the driving aspects of digital transformation, can be categorized as the initial aspect, regulatory changes. The emergence of the Covid-19 pandemic caused the government to produce new regulations that during the pandemic everything was done via digital media/on the network, so whether they wanted it or not, everyone was obliged to comply with these regulations.

The convenience that consumers obtain and the enjoyable experience from the services provided has led to changes in the competitive landscape, as well as changes or transfers of businesses that were previously carried out traditionally to digital forms. In other words, digital transformation will continue without a pandemic because the ecosystem/business area and government are starting to use the latest technology which makes things easier for many people. The presence of the pandemic has only accelerated the digital transformation process which, perhaps, was still being planned or underway. Apart from the 4 aspects that have been mentioned, (Tulungen, Saerang, & Maramis, 2022a) these other things are (1) digital skills and (2) digital technology. The meaning of digital capabilities is that if an organization wants to transform digitally, the organization must

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have digital-based capabilities, mindset and culture. These 3 things will converge towards digital technologies used by organizations. Digital technology will be used well by an organization if the human resources of the organization have the ability to use this digital technology. Master the methods used and be able to align them with existing processes within the organization so that they become an inseparable part of the organization's daily activities. Digital technology is one factor that creates opportunities that can be exploited by organizations. This opportunity could be something that will change one or several aspects (business model, operational model, customer experience, etc.) of the organization into an advantage such as the creation of new value (value creation).

b). Digital Transformation Goals

For (Khan, 2021; Susanty & Yuningsih, 2021) the main goal of implementing digital transformation by an organization is related to the digital readiness of the organization. This means an organization that wants to ensure that it is ready to enter the digital world and is ready to change if necessary. Some things that can be seen as facts of an organization's digital readiness are creating better product innovations, exploring and developing new business models that are disruptive in nature so that they can always compete and create profits.

For organizations to continue to grow, they must develop and implement business strategies that align with the major changes brought about by these forces. Digital transformation is something that organizations absolutely must try if they don't want to be eroded in the digital era. Digital transformation refers to the transformation of business and organizational activities that allows organizations to use and use digital technology to improve business processes and results.

If an organization decides to implement digital transformation, the organization must prepare itself and have a strategy to experience the positive or negative consequences. The organization's main strategy must be adjusted, its human energy resources must be increased, its infrastructure must be adapted to the changes that occur. Digital skills and digital technology must be well prepared so that the digital transformation process runs smoothly. For (PERSADA, n. d.), there are 5 pillars for successful digital transformation, namely digital mindset, determining digital goals, investing in digital technology capabilities, familiarizing skills and mana¬ talent management and developing the organization.

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3. Relevance and Correlation of Digital Leadership and Digital Transformation in Efforts to Improve Public Services

The pace of change in the field of information technology cannot be stopped. This change is accelerating by changing exponentially. The main trend of change over the last 10 years in technology has changed society in utilizing technology functions in organizations and offices. Meanwhile, technology has developed to make it easier to provide cheap and fast services. The implementation of information technology in the government sector is an obligation to adapt to the pace of technological development. As the pace of change continues to increase and we move into a digital society, it is likely to see the back of office buildings as virtual and augmented reality that will provide a collaborative environment. Adoption of artificial intelligence will help leaders in the government sector in making decisions to solve problems. Digital leadership in a nutshell can be seen in figure 2, where future digital leaders will a) build digital organizations, b) integrate and utilize technology trends and c) develop a deep understanding of the people involved (themselves, their teams and stakeholders) and their customers (INDRIYANI, n.d.)

Using Internet technology can be understood as a form of expertise from manual shifting to digital use. There are many things that need to be adjusted to suit the ethos of digital, one of which is first understanding the meaning of digital itself and the related issues. E-leadership skills are defined as the way leaders use data technology to achieve government goals. Each government depends on the level of e-government it has, and the quality of e-government varies. Successful digital transformation means bringing radically different working methods to an organization. The use of data technology to facilitate services is a very important part of a government organization in the field of public services. To realize this, you definitely need a leader who has expertise in leading and using digital technology to improve organizational performance (Evita & Mukhaer, 2022; Karso, 2022; Wirawan, 2020)

The goal of digital transformation for industries or organizations is clearly to save money by creating digital services that are good for many people to use. The customer service orientation that Amazon and Netflix try, where they do not need to train people to use the services they provide, makes these two industries actively

responding to the needs of their service users (Kolopita, 2022; Mukhlisah, 2021). Digital implementation in the government area will provide enormous benefits. Digitalization will simplify and speed up the process of public services or decision making. Implementation is one method for translating policy ideals into policy reality and policy objectives into policy benefits. The fact that a policy is intended does not mean that the policy

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is implemented automatically; there is a gap between the two (Pariq, 2021). Therefore, competency implementation is the skill to implement policies and achieve the goals that have been formalized.

The success of implementing e-government cannot be separated from how meaningful a leader's position is. Digital transformation in the government zone can be realized if there is a great will by the leaders to carry it out. For Herlambang (Tulungen, Saerang, & Maramis, 2022) there are several components that can be tried to realize the success of e-government, namely (1) Strong leadership influences the success of e-government, (2) Vision and mission influence the success of e-government, (3) Commitment to Influence the Success of E-Government, 4) Aligning data technology targets and strategies to influence the success of e-Government and (5) Use of leadership to influence the success of E-Government.

The growth of change in the field of information technology is very rapid and cannot be stopped. This change continues to be rapid and changes exponentially. Technology has changed society in using technology in organizations, work methods and thinking methods. Technology continues to grow by providing many conveniences in providing services in various aspects of life cheaply and quickly. The implementation of data technology is absolutely necessary in government offices and must adapt to the pace of technological growth. Technology will help government zone leaders in making decisions to solve problems and provide public services that are fast, efficient, efficient and high quality and can be accessed anywhere.

Digital leadership will be more responsive to digital change and growth which is applied comprehensively within the government area it leads. Digital leaders want to: a) build a digital organization, b) integrate and use technology trends and c) develop in-depth descriptions of the people involved themselves, their teams and stakeholders) and their customers (if in the public domain they are users services) (Cahyarini, 2021). Some of the criteria and characteristics of leaders that are expected to bring changes in the E-Leadership concept include:

1. Leaders who enjoy and are able to experience various challenges. Challenges can arise from within or outside the organization, and must be experienced optimistically so that they can result in independence and progress;
2. Leaders who have a curiosity about various things. This character will stimulate creativity, innovation and change in the organization he leads. Skills in speaking, asking questions, and digging up data from various sources are very necessary to support a leader's sense of curiosity.

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3. Third, leaders who are able to build a work culture and organization that is well-established, conducive and reliable. The culture here can be interpreted as a culture of discipline, a culture of healthy competition, mutual respect, and accommodating the cultural diversity of subordinates;
4. Fourth, leaders who are able to build communication between various lines. Leaders in this case build their communication in two directions, not one direction. Ready to explain and deliver and also ready to hear various voices from any source. Leaders must also have a character connected to any party and from any background;
5. Fifth, leaders who are committed to progress, prosperity and mutual excellence. Without this commitment, it is very difficult for an organization to experience technological progress and be able to move further.

Globalization can have positive and negative impacts on organizations both in the profit and non-profit sectors. Globalization causes changes in order in every aspect of life, including economic, political, social and cultural, and others. Therefore, leaders are required to be able to carry out their position and function with a leadership attitude that is able to influence and mobilize subordinates in assessing and experiencing the challenges of globalization. With the right attitude and leadership style, you can respond to the challenges of globalization, so that organizational goals can be achieved.

The leadership attitude and leadership style of transformational leadership and servant leadership are considered suitable and able to respond to the challenges of globalization. Because transformational leadership, as explained by (PURWOKO, ROKHMAN, & TOBIRIN, 2022), has leadership skills in changing the area, motivation, patterns and work values of subordinates and subordinates are better able to maximize performance to achieve organizational goals. With transformational leadership, there is a process of transformation of the leadership bond when the leader builds subordinates' understanding of the value of work, expansion and increasing needs that go beyond individual concerns and encourages these changes towards shared interests including organizational interests.

With transformational leadership, leaders and subordinates together are ready to experience various changes experienced by the organization, including changes as a result of globalization. On the other hand, servant leadership on the other hand increases the behavior of subordinates so that they have commitment or responsibility with the characteristics of a leader as a servant or servant, such as: humanity, relational power, autonomy, moral development of followers, emulation of leader's service orientation, listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, community building, and calling.

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Through perfect influence, leaders mobilize and focus subordinates by providing good examples. Leaders have the capacity and capability, competence, are consistent with values, have intensity, and dare to take the role of being a good example and will be emulated by subordinates, thus increasing confidence in the leader. Not only is it limited to instilling and increasing trust and confidence in the leader, perfect influence will be able to plant the seeds of commitment or responsibility in subordinates, so that subordinates are moved to carry out as instructed by the leader.

The next transformational leadership is through the intellectual stimulation component which plays a role in connecting subordinates to become committed to the vision, mission and goals of the organization beyond what is expected. Therefore, leaders through this type of intellectual stimulation influence and mobilize subordinates by providing inspiration so that subordinates are challenged to be able to solve problems more creatively, are able to increase their capacity through learning and training, and are able to think innovatively. Leaders provide inspiration as a challenge to subordinates so they can implement changes that are creative and innovative. Subordinates must dare to get out of the box that has bound their methods and habits of working so far. Subordinates must be able to search for and create new methods of carrying out and implementing programs that are more creative and innovative.

CONCLUSION AND RECOMMENDATIONS

After exploring various literature, data, documents and discussions in Focus Group Discussions within the Tasikamalaya City Government, the implementation of digital leadership provides strength to leadership policies in regulating the use of information technology to solve problems collaboratively and with effective communication between leaders and members. This research concludes that the obstacles and constraints encountered in services need to be immediately addressed by developing a digital transformation program to improve the quality of public services. Because the development of digital technology is very fast, it is necessary to anticipate the development of digital competency capacity for Heads of Divisions, Heads of Sections, Coordinators and Members in a programmed, planned and measurable manner.

Apart from this, no less important is the existence of a mature understanding of digital literacy from leaders and coordinators and resulting in the development of digital transformation programs to improve public services. Implementation of strategies to develop digital competency capacity for Heads of Divisions, Heads of Sections, Coordinators and Members in a programmed, planned manner. , and measurability becomes very important. In

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addition, it is necessary to increase the internalization of management in order to understand procedures and technical requirements for coordinators and public service officers.

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