

Exploring Public Leadership Transformation for Public Service in the Digital Age: A Brief Appraisal

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Abstract: *This study explores the transformation of public leadership in public services in the digital era, with the aim of identifying the roles, challenges and opportunities that arise from technological developments. The digital era influences various aspects of public leadership, especially in terms of transparency, efficiency, and community engagement. This leadership transformation includes technology adaptation, data-driven policy implementation, and digital skills development in public leaders. With a descriptive-qualitative approach. The results of the study show that the transformation of public leadership in service in the digital era has brought significant changes in the accessibility and efficiency of public services. Government agencies now provide online services, such as document processing and tax payments, which make it easier for the public without having to visit the office. The use of social media and mobile applications also increases interaction between the government and the public. Leaders in the public sector need to adopt effective digital leadership by leveraging technology and having in-depth knowledge, communication skills, and adapting to change. Digital leadership plays a vital role in accelerating the transformation of public services by creating a collaborative and responsive work environment, as well as encouraging innovation and transparency. In doing so, digital leaders can improve the quality of public services and strengthen public trust in the face of rapid demands for change.*

Keywords: *Leadership transformation; Digital era; Digital Leadership; Public Service; Digital Transformation.*

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Introduction

Today, the world is in a digital era known as Industry 4.0, where information and communication technology (ICT) plays a key role in various aspects of people's and organizations' lives. Industry 4.0 is characterized by the use of the internet as a key component in managing activities, facilitating faster and more efficient interactions between individuals, organizations, and governments (Firdaus et al., 2021). Thus, digitalization has transformed the traditional management process, which previously used "manual" or conventional governance, towards electronic-based governance, or e-governance. This process enables faster decision-making, reduces human error, and increases transparency (Katharina, 2021). The use of e-Governance in organizations creates a new value chain through automation and data analysis, which ultimately increases accountability and strengthens public trust in the organization (Susilawati et al., 2023).

In the context of this transformation, the concept of Business Process Engineering (BPE) emerged, which overhauls organizational governance to be more efficient and responsive (Indrajit et al., 2005). BPE not only replaces manual processes with technology but also redesigns the entire workflow to maximize the potential of ICT in supporting organizational goals. For example, data collection that was previously done manually can now be automated and processed with advanced analytics, enabling management to make more timely strategic decisions (Dumas et al., 2021). On a broader scale, BPE helps organizations and governments build adaptive, flexible, and proactive systems in facing the challenges of the digital era so that they can provide better services to the

public and increase competitiveness in the global market (Dumas et al., 2021).

The transformation of public services in the digital era utilizes technology to accelerate and simplify various service processes, which ultimately increases accessibility for the wider community (Choirunnisa et al., 2023). The digitalization of public services allows the public to access various government services anytime and anywhere, without having to come directly to government offices. This technology not only helps save time but also expands the reach of services to remote areas that were previously difficult to reach (Wiranti & Frinaldi, 2023). For example, e-KTP services, online tax payments, and applications for managing business permits are some examples of digitalization that make things easier for the public. In addition, the adoption of technology also allows the government to optimize existing resources, reduce bureaucratic red tape, and speed up administrative processes so that services become more responsive to the needs of the community.

In addition to accessibility and efficiency, digitalization also increases transparency and accountability in public services. Technology allows recording and tracking of every service activity in real-time, so that the public can directly see the ongoing process (Yulanda & Adnan, 2023). This indirectly strengthens public trust in a more open and responsible government. Public participation has also increased through digital platforms that allow the public to convey aspirations, input, or complaints directly. This makes public services more oriented towards community needs, not just carrying out administrative procedures (Prabowo & Irwansyah, 2018). With active community involvement, it is also easier for the

government to evaluate and improve services according to the feedback received, so that it can realize inclusive, adaptive, and sustainable public services (Irawan, 2017).

This change demands a transformation in public leadership in order to meet the ever-growing expectations of society in the digital era. Public leaders are faced with the challenge of not only understanding technology but also implementing an innovative, adaptive, and participatory leadership approach (Tulungen et al., 2022). The public now expects a government that is responsive, transparent, and able to provide fast and appropriate services according to their needs. This requires visionary leadership, which is able to formulate long-term strategies while being responsive to changing situations (Soeprapto, 2001). Public leaders are also required to have skills in managing data and utilizing analytics for more accurate decision-making while still paying attention to the ethics and confidentiality of citizens' personal information (Destiana, 2023).

In addition, public leadership transformation also includes the ability to encourage cross-sector collaboration and empower teams under them in using digital technology (Susarianto, 2024). Effective leaders will support the development of digital skills among government staff and create a work environment that supports innovation and continuous improvement. They need to prioritize inclusive leadership and be open to input from various stakeholders, including the community itself (Basuki, 2023). Thus, transformative public leadership will not only strengthen public services but also create a government that is more efficient, adaptive, and in line with

the expectations of modern society (Wibowo & Kertati, 2022).

The transformation of public services in the digital era requires digital leadership that is able to drive accelerated changes in organizational structure, culture, and processes to achieve more efficient and responsive services (Cahyarini, 2021). Digital leadership is a form of leadership that actively utilizes digital technology as the main tool in achieving organizational goals and responding to modern challenges. Digital leaders must have the ability to understand the latest technology and act as agents of change who integrate this technology into various aspects of management (Ucapso et al., 2023) to improve public services, for example, through the development of online service applications, cloud-based management systems, or automation of service processes that accelerate the completion of services to the public (Deni, 2023).

In addition to technical competence, digital leadership also includes the ability to inspire, empower, and facilitate cultural change across the organization. Effective digital leaders will create an environment where every member of the organization feels encouraged to learn and adapt to new technologies (Lisbet et al., 2024). They not only encourage innovation through the use of technology but also ensure that all members of the organization have adequate skills and understanding to support this change. Digital leadership also requires openness and the ability to communicate with various parties, including the community, so that the use of technology in public services can be in line with the needs and expectations of the community (Andini, 2021). Thus, digital leadership is not only about mastering technology but also about building

collaboration, encouraging active involvement, and ensuring that digital transformation is inclusive and sustainable.

The formulation of the problem that is the focus of this research is how public leadership transforms in facing the digital era. Along with the rapid development of technology, public leaders are required to be able to adapt and integrate technology in every aspect of management and service to the community. Another question raised is what factors influence the effectiveness of digital leadership in digital-based public services. In addition, this study also aims to analyze the role of digital leadership in accelerating the transformation of public services in the digital era, so as to produce services that are more efficient, transparent, and responsive to the needs of the community.

The purpose of this study is to explore and identify effective leadership strategies and approaches in the context of the digitalization of public services. This research is expected to provide insight into the competencies and skills required by public leaders to be able to face challenges in the digital era and contribute to improving the quality of public services. The benefits of this research not only contribute to the development of digital leadership theory but also provide practical recommendations for public leaders in formulating appropriate digitalization strategies. In addition, the results of this study can be used as a reference for the government and stakeholders in formulating policies that support digital transformation in the public sector, so as to increase public trust and strengthen government legitimacy.

Method

This study uses a qualitative descriptive approach with analytical methods to explore the transformation of public leadership in the digital era. According to Bogdan and Taylor quoted in Moleong (2014), qualitative research is a procedure that produces descriptive data in the form of written or spoken words originating from interactions with individuals and observations of behavior. This approach focuses on the natural context holistically, where humans are positioned as research subjects that provide an in-depth perspective on the phenomenon being studied. The data analysis process in this study is inductive, with an emphasis on understanding the dynamics that occur in the context of public leadership and technology-based services.

The descriptive method was chosen because of its relevance to ongoing events and current conditions, as stated by Nazir (2011). In this study, data will be collected from primary sources, such as interviews with public leaders and the community served, as well as secondary sources including official documents and related literature. Data collection techniques include observation to understand interactions in the context of public services, in-depth interviews to explore the views and experiences of leaders, and documentation to obtain more comprehensive information. Data analysis was carried out through three stages that ran simultaneously: data reduction to filter relevant information, data presentation to organize findings systematically, and drawing conclusions or verification in accordance with the methodology proposed by Miles & Huberman (1992). Through this approach, this study is expected to provide a clear and in-depth picture of how public

leadership is transforming and the challenges faced in improving public services in the digital era.

Results And Discussion

Transformation of Public Leadership for Public Service in the Digital Era

Digital transformation in public services in the modern era has brought significant changes in various aspects of public service delivery in Indonesia. One of the most striking improvements is the accessibility of services, where many government agencies now provide online services (Utami, 2023). For example, people can take care of population documents, make tax payments, and register for BPJS Kesehatan online, making it easier to access without having to visit the relevant agency office. In addition, the use of social media has become an important tool for providing information about public services, handling public complaints, and building more interactive communication between the government and the public. The development of mobile applications also plays a major role in facilitating public access to services, making interactions with government agencies more efficient and direct.

In addition, this digital transformation has also increased the efficiency and effectiveness of public services. Many public service processes have been simplified to reduce the time and costs required, which in turn speeds up the service process. By automating various manual tasks using information technology, government agencies can increase the efficiency and speed of services provided. Integration of systems and databases between government agencies is also very important to avoid data duplication and increase service effectiveness. Through this integration, the required data can be accessed more

quickly and accurately, leading to better services for the community (Yulanda & Adnan, 2023).

In addition, digital transformation in public services also focuses on increasing transparency and accountability. Public information about services is now more easily accessible through various platforms such as websites, social media, and mobile applications. The public complaint mechanism has been strengthened to increase the accountability of public service providers so that the public feels more empowered in conveying input or complaints. The role of the community in monitoring public services is also increasing, driven by the existence of various forums and communication channels available (Syukriah et al., 2024). This creates a more participatory and responsive ecosystem, where the public can be actively involved in monitoring and evaluating the performance of government agencies so that public services can continue to be improved in line with public expectations.

Digital transformation in public services in Indonesia has shown significant progress and positive changes in recent years. One of the main drivers of this change is government policy that focuses on the application of technology in public administration. Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE) has become an important legal basis for the implementation of digital transformation in all government sectors, including in the provision of public services (Rusdy & Flambonita, 2023). Through this regulation, the government establishes a clear framework for integrating information technology in every aspect of service, allowing the public to access services more easily and

efficiently. In addition, Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 37 of 2019 provides detailed guidelines on the implementation of electronic-based public services, from planning to implementation. These guidelines are important in ensuring that every government agency has the same reference in implementing an effective digital service system.

In addition, Presidential Instruction Number 2 of 2021 concerning the Acceleration of National Digital Transformation is a strategic step in encouraging digital integration across all levels of government, both at the central and regional levels. This instruction emphasizes the importance of integrating all forms of public services into a digital system so that it can accelerate the service process and increase accessibility for the community (NUR et al., 2022). With this instruction, every government agency is expected to not only adopt technology but also optimize its use in improving service quality. This effort is not only aimed at modernizing public services but also at meeting the increasing public expectations for government transparency, accountability, and responsiveness in providing services. In this context, digital transformation is expected to create a government that is more efficient and adaptive to the needs of society in the digital era.

In the digital transformation of public services, a leader must have a strong orientation towards service tasks, which prioritizes the principle of serving, not being served. One of the key components that supports the leader's service tasks is the existence of an electronic-based service system, both for internal organizational services and for public services. This system not only

allows efficiency in the administrative process but also increases transparency and accountability in the provision of services. By utilizing information technology, leaders can manage and monitor services in real-time, so that they are able to provide a faster response to community needs. In addition, the electronic system also encourages collaboration between agencies and strengthens data integration, which is very important in creating holistic and responsive public services. Thus, digital transformation driven by service-oriented leaders will result in improved quality of public services that are in line with the expectations of the community in this digital era.

In the digital transformation of public services, a leader must have a strong orientation towards service tasks, which prioritizes the principle of serving, not being served. Leaders in the context of an organization need to realize that the established organizational structure, including the positions of echelon I and II officials, must be directed to facilitate organizational tasks. Thus, leaders should not only focus on power or influence but more on how to optimize team performance and provide better services to the community. This approach reflects the philosophy of servant leadership, where leaders act as facilitators who support and empower team members to achieve organizational goals (Ulum, 2018).

The transformation of public services in the digital era is highly dependent on effective digital leadership, which not only understands the importance of technology but is also able to utilize it to accelerate organizational transformation. Digital leadership involves using digital tools and platforms to achieve strategic goals, increase operational efficiency, and improve the

service experience for citizens (Melliasari et al., 2024). Digital leaders must have a clear vision of how technology can be integrated into every aspect of the organization, from decision-making to interactions with citizens. In addition, they must be able to inspire and empower their teams to adapt to change, innovate, and use technology in ways that improve service quality.

According to Deni (2023), becoming a "digital leader" does not require a formal educational background in digital technology, but rather the ability to have deep digital awareness in carrying out leadership behavior. A digital leader must be able to understand and adapt to changes brought about by technological advances and apply them in an organizational context through a collaborative, innovative, and communicative approach. This includes the ability to build an open work culture, where every team member feels empowered to share ideas, innovate, and collaborate in using technology to improve the efficiency and effectiveness of public services. In addition, digital leaders must also be able to establish good communication across all lines of the organization, ensuring that information can flow smoothly and all parties are involved in the data-based decision-making process.

Digital leadership is a key factor in achieving successful digital transformation in public services, and it requires a diverse set of core competencies. First, policy competence is very important, because leaders need to formulate and implement policies that support the application of technology in public services. Clear and targeted policies will ensure that all steps taken are in line with organizational goals and answer the needs of the community. In addition,

leaders must also be able to evaluate and adjust policies based on feedback from the community and technological developments so that the policy remains relevant and effective. Second, organizational competencies play a central role in digital leadership. Leaders must be able to manage and direct human and technological resources in an optimal way. This includes creating an organizational structure that is flexible and responsive to change, as well as encouraging collaboration between teams and departments. In this context, digital leaders must facilitate good communication, create channels that allow for smooth information exchange, and ensure that every team member feels empowered to contribute to the innovation process.

In addition, social competence is very important in creating strong relationships with various stakeholders, including communities, partners, and colleagues. Digital leaders must be able to listen to the aspirations and complaints of the community and establish open and transparent communication. This will strengthen public trust in government institutions and create an environment where the community feels involved in decision-making that affects their lives. In the digital era, the ability to build a broad social network is also a valuable asset for leaders. Furthermore, technical competencies become highly relevant in the context of digital leadership. Leaders need to understand and implement various digital tools and systems that can improve the efficiency and effectiveness of services. They must be able to evaluate existing technologies, invest in the right solutions, and ensure that teams have the necessary training and support to use them. Thus, leaders are not only drivers of change but also pioneers in utilizing

technology to improve the quality of public services. Finally, management competency is a crucial element in the digital transformation process. Digital leaders must be able to plan, organize, and oversee all transformation initiatives well. They must have the skills to manage potential risks, ensure that all steps and initiatives are carried out according to plan, and deliver the expected results. With the integration of all these competencies, digital leaders will be able to drive sustainable digital transformation in public services, improve service quality, and meet public expectations in the digital era.

While general core competencies, as expressed by Prahalad & Hamel (2009), are the result of organizational capabilities and serve as key differentiating elements in success among competing entities, in the context of digital leadership in the public sector, the interaction between these core competencies and specific organizational capabilities is also an important factor. Digital leaders need to be able to integrate these competencies, including data-driven decision-making, cybersecurity, innovation, and policy compliance. In the digital era, decisions taken must be based on accurate data analysis to maximize the efficiency and effectiveness of public services. In addition, protection of sensitive data and information is crucial in maintaining public trust in government institutions. Thus, digital leaders must have a deep understanding of these aspects in order to manage the risks associated with the use of technology.

In addition, leadership competencies in the public sector are not only limited to an understanding of transformational leadership and general social or soft skills. Digital leaders must also have a strong understanding of digital

business and the dynamics of the evolving industry. This includes the ability to lead cultural change within the organization, motivate teams to adapt to new technologies, and create a work environment that supports collaboration and innovation. The ability to build relationships with various stakeholders, both internal and external, is also critical to achieving digital transformation goals. By combining these broad leadership competencies, digital leaders in the public sector can facilitate the changes needed to improve public services and meet societal expectations in the digital age.

Factors Influencing the Effectiveness of Digital Leadership in Public Services in the Digital Era

Digital leadership in public service reflects a leader's ability to not only master technology but also to direct the organization towards maximum use of technology in order to achieve better services for the community. A digital leader must be able to understand and use relevant digital devices, data, and technology platforms so that public services can be faster, more precise, and more efficient. This leader acts as a transformation facilitator, who is able to connect every line of the organization to adapt to technological developments and societal demands. With this ability, digital leaders will be able to strengthen the organization's capacity to meet the expectations of an increasingly tech-savvy society.

In addition, a digital leader in the public sector also has a big task in maintaining public trust through a transparent and accountable approach. Amid the rapid development of social media and digital platforms, digital leadership must ensure that communication with the public is open

and responsive. This can be done by utilizing social media channels as a platform to convey information, receive input, and respond to public complaints. Digital leadership not only increases community engagement but also strengthens organizational connectivity and responsiveness in providing higher quality services. In this way, digital leadership is able to navigate the uncertainty of new technologies, optimize data for evidence-based decisions, and move organizations to be more agile and adaptive in the digital era.

The effectiveness of digital leadership in digital-based public services is influenced by various factors, including:

1. Knowledge

The effectiveness of digital leadership in digital-based public services is highly dependent on the level of knowledge that leaders have about digital technology and ecosystems. This knowledge is not limited to technical aspects alone but also includes a strategic understanding of how technology can be integrated into public services. A knowledgeable digital leader is able to understand current technology trends and assess which ones are relevant and have the potential to improve service effectiveness. For example, understanding the use of data analytics can help leaders identify community needs, service demand patterns, and areas for improvement. This in-depth knowledge is the basis for making appropriate and effective decisions in implementing digital-based innovations.

In addition, extensive knowledge of digitalization also helps leaders understand the various challenges that exist in implementing technology, such as cybersecurity and personal data protection. In public service, it is important for leaders to ensure that digital

transformation does not compromise the privacy or security of public data. With a good knowledge of these aspects, digital leaders can develop policies and procedures that ensure security and regulatory compliance. In-depth knowledge also enables leaders to develop relevant training for their staff, so that the entire team can adapt to digital change effectively. Thus, comprehensive knowledge enables leaders to deliver public services that are innovative, safe, and responsive to the needs of the community.

2. Communication

Communication is one of the essential skills for a digital leader, especially in digital-based public services. Digital leaders must be able to communicate the vision, goals, and steps of digital transformation clearly and inspiringly to their teams. In an increasingly complex and technology-driven environment, effective communication helps ensure that each team member understands their role and their specific contribution to the overall goals of the organization. Thus, good communication encourages collaboration and ensures alignment at every stage of the transformation so that the team can move in sync and focus on improving public services.

In addition, digital leaders must be able to convey complex technical information in a way that is easy to understand, not only for their team but also for the public. In the digital era, people have wider access to information and tend to demand higher transparency. A leader who is able to communicate effectively can build public trust through openness and readiness to dialogue about innovation and change. Communicative digital leaders must also be responsive to feedback from various parties, both from the team and

the public, so that they can adjust their service approach according to evolving needs and expectations.

3. Adaptation

Adaptability is a key skill that digital leaders must possess, especially considering the rapid development of technology and changes in public expectations in the digital era. An adaptive leader is able to adjust the organization's strategies and approaches according to technological advances and changing societal needs. This is important in public services, where people's needs and preferences continue to evolve, and technology-based services become the expected standard. A leader who has adaptive skills can ensure that the organization remains relevant and efficient, even when change occurs rapidly.

Moreover, adaptation means more than just embracing change—effective digital leaders must also be proactive in predicting trends and preparing the organization for future challenges. This includes implementing new digital solutions, training staff to improve their technology skills, and adjusting work procedures to be more efficient in the face of changing conditions. Thus, adaptation is not only about reacting to change but also the ability to innovate and drive sustainable transformation. This ability to adapt not only increases the effectiveness of public services but also helps build flexible and future-ready organizations.

4. Self-confident

Confidence is an important element that digital leaders must have in carrying out their roles. In a dynamic and uncertain environment such as the digital era, confident leaders will be better able to make strategic decisions despite facing risks and challenges. Confidence allows leaders to adopt new technologies with the belief that the move will benefit the

organization and society. Confident leaders also tend to be more courageous in implementing innovative ideas that encourage improvements in the quality of digital-based public services. This attitude helps build a motivated team that believes in the vision of the digital transformation being carried out.

In addition, confidence in digital leaders affects how leaders communicate and interact with their teams and communities. When leaders appear confident in conveying the direction of change or new goals, it gives the impression that the leader has full control over the strategy being implemented, thereby fostering trust from the team and other stakeholders. This confidence also strengthens the legitimacy and authority of the leader, which can increase collaboration and compliance in implementing more effective digital policies. In public services, it is very important to ensure that digital transformation runs smoothly and gets full support from all members of the organization.

5. Visionary

Being an effective digital leader requires a clear, forward-thinking vision. This vision enables leaders to see the untapped potential of digital technology and set the direction for the organization to provide more effective, responsive, and innovative public services. By having foresight, leaders can anticipate emerging technology trends and leverage them to improve operational efficiency and public satisfaction. A visionary digital leader is also able to identify transformation opportunities and plan strategic steps that will strengthen the organization's position in facing the challenges of the digital era.

In addition, having a strong vision helps digital leaders inspire and motivate their teams to achieve transformation

goals. A clearly communicated vision can build a common purpose across all levels of the organization so that all members feel involved and understand their role in the change process. In public service, the vision of a digital leader becomes a compass that guides the organization to remain relevant, responsive, and efficient in meeting the needs of an increasingly dynamic society. Thus, a visionary leader not only brings change but also ensures that the change has a positive and sustainable impact in the long term.

6. Dare to take risks

An effective digital leader must have the courage to take risks in an effort to drive innovation and change. This courage is important because the implementation of new technologies and digitalization in public services often brings uncertainty and the possibility of failure. Risk-taking leaders focus not only on security and stability but also on new opportunities that can accelerate improvements in the quality of public services. By daring to try untested approaches, digital leaders can pave the way for innovative solutions that improve processes, reduce red tape, and make services more accessible to citizens.

However, the courage to take risks also requires careful calculation. A successful leader in this regard must be able to conduct a thorough risk analysis, consider potential losses, and prepare mitigation strategies if plans do not go as expected. In the context of public service, the risks taken must always take into account their impact on society so that every decision remains oriented towards the public interest. Thus, courage supported by good analysis enables digital leaders to not only face challenges with confidence but also to drive significant transformation and have a positive impact on public services at large.

The Role of Digital Leadership in Accelerating Public Service Transformation in the Digital Era

Digital leadership plays an important role in accelerating the transformation of public services in the digital era because

1. Helping to oversee change, policy making, technology utilization, control, and supervision

Digital leadership plays an important role in overseeing changes in the public service sector, especially in the context of policy and technology utilization. In overseeing change, a digital leader ensures that every policy taken supports the digital transformation process consistently and sustainably. By implementing data and technology-based policies, digital leaders are able to integrate innovation into organizational strategies, ensuring that every aspect of public service is in line with digital developments and responsive to community needs. Digital leaders also encourage the adoption of relevant technologies, such as application-based services or online platforms, to facilitate public access to public services. This policy approach enables public services to be more efficient, adaptive, and transparent.

In addition to its role in policy making and technology utilization, digital leadership plays a role in controlling and supervising the implementation of digital transformation. Digital leaders are responsible for monitoring the implementation of technology in the field, ensuring its effectiveness, and taking corrective action if obstacles or deviations are found. With good monitoring mechanisms, leaders can assess the success rate and quality of digital transformation in real time, enabling organizations to innovate faster and adapt to the evolving demands of society. Careful

monitoring also increases accountability, encourages transparency, and strengthens public trust in digital-based public services.

2. Facilitate and accelerate public services and decision-making processes

Digital leadership plays a crucial role in facilitating and accelerating public services and decision-making processes. By integrating digital technology into service systems, digital leaders can create a more responsive and efficient environment. For example, the implementation of a digital-based information management system allows fast and real-time access to data needed for public services. This not only speeds up the administrative process but also makes it easier for government employees to provide services to the public. When information is easily accessible, waiting times for public services can be minimized so that the public gets faster and more satisfying services.

In addition, digital leaders also play a role in accelerating the decision-making process. By utilizing data analysis tools and digital communication platforms, leaders can obtain more accurate and up-to-date information to support strategic decisions. The decision-making process that previously took a long time can be shortened through the use of technology, such as big data analysis that provides deep insights into community needs and preferences. With faster, data-driven decisions, public service organizations can be more proactive in meeting community expectations and anticipating problems before they develop into bigger issues. In addition, by increasing collaboration between agencies through digital platforms, the decision-making process becomes more inclusive and transparent, involving various stakeholders.

3. Helping employees face increasing work demands

Digital leadership plays a critical role in helping employees navigate the growing demands of the digital age. With advances in technology and rapid changes in how public services are delivered, employees are often faced with increased workloads and higher task complexity. Digital leaders can provide the support needed to navigate these challenges through a range of initiatives, including training and skills development. Through training programs that focus on digital skills and the use of new technologies, leaders can ensure that employees have the knowledge and skills needed to meet the demands of their jobs. This not only increases employee confidence but also helps them adapt to the changes that occur.

Additionally, digital leaders can leverage technology to create a more flexible and collaborative work environment. By implementing digital communication tools and collaboration platforms, employees can work together more effectively, share information, and get support from each other in completing complex tasks. For example, using a project management application allows employees to track progress, set priorities, and coordinate within a team in real time. This helps reduce the workload that can lead to stress and burnout. In this way, digital leadership not only improves employee performance but also creates an organizational culture that is more responsive and adaptive to the evolving needs of public services. With the right support and resources, employees will be better prepared to meet the increasing demands of their work and improve the quality of services provided to the public.

4. Help motivate teams to accept and adapt to change

Digital leadership plays a crucial role in motivating teams to embrace and adapt to the changes required in public service transformation. In a context of rapid and often disruptive change, digital leaders must be able to create an atmosphere that supports and empowers team members. One way to achieve this is by communicating the vision and benefits of the changes being made. Effective leaders can clearly explain why the change is important and how it will positively impact team performance and public service outcomes. By providing a clear and compelling picture of the purpose and benefits of the change, team members will be more motivated to engage in the transformation process.

In addition, digital leaders also need to create a work culture that is open to experimentation and innovation. By providing space for team members to share ideas, express opinions, and contribute to the change process, leaders can increase the team's sense of ownership and involvement in the ongoing transformation. Rewarding the team's efforts and courage to try new approaches, as well as providing positive feedback, will motivate them to continue learning and adapting. Good leaders must also demonstrate resilience and flexibility in the face of challenges, becoming an inspiring example for the team. In this way, digital leadership not only helps the team adapt to change but also builds the collective commitment and spirit needed to achieve the goal of better and more responsive public services.

5. Helping to improve and adjust leadership capacity

Digital leadership plays an important role in enhancing and adapting leadership capacity within organizations,

especially in the context of public services that are transforming. Digital leaders not only need to have technology-relevant skills and knowledge but must also be able to develop leadership skills across all levels of the organization. This involves coaching new leaders and developing adaptive, innovative, and data-driven leadership skills. In this way, digital leaders can create an environment where all team members feel empowered to take initiative and actively contribute to the transformation process.

In addition, digital leaders must focus on developing inclusive and collaborative leadership, where every individual on the team feels valued and heard. This is essential to ensure that all perspectives and ideas are accommodated, which in turn increases creativity and innovation in public service. In an effort to improve leadership capacity, digital leaders must also provide ongoing training and development that is relevant to technological changes and public service needs. By equipping leaders at various levels with the skills needed to manage change, organizations will be better prepared to face the challenges that arise in the digital era. Success in public service transformation depends heavily on how well leadership within the organization can adapt and evolve according to the demands of the times.

Conclusion

The transformation of public leadership in service in the digital era has brought significant changes, especially in the accessibility and efficiency of public services. Government agencies now provide online services for document management, tax payments, and BPJS Health registration, making it easier for the public without having to visit the office. Social media and mobile

applications are also used to provide information, handle complaints, and build interactive communication between the government and the public. This transformation promotes transparency and accountability through better access to information and stronger complaint mechanisms. Leaders in the public sector need to have a service orientation and utilize technology to improve service quality, as well as adopt effective digital leadership by integrating various competencies, such as policy, management, and understanding of technology, in order to adapt to the evolving needs of society.

The factors that influence the effectiveness of digital leadership in public services in the digital era are that a digital leader must have in-depth knowledge of technology, effective communication skills, adaptability to change, high self-confidence, a clear vision, and the courage to take risks. These factors are interrelated and contribute to the leader's ability to direct the organization in utilizing technology optimally to improve the quality of public services. By strategically integrating technology and responding to community needs, digital leaders can strengthen public trust, drive innovation, and ensure that the digital transformation they undertake has a positive and sustainable impact on society.

Digital leadership plays a critical role in accelerating the transformation of public services in the digital era by overseeing change, facilitating service and decision-making, and helping employees cope with increasing work demands. Digital leaders not only ensure appropriate policies and technology utilization but also create a flexible and collaborative work environment, motivate teams to embrace change, and enhance leadership capacity across the

organization. With a responsive, adaptive, and data-driven approach, digital leadership contributes significantly to the efficiency, transparency, and quality of public services so that organizations can better meet public expectations amid rapid change.

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