

Transformational Leadership in Supporting Innovative Digital Governance

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ABSTRACT:

This research is motivated by various failures of several government leaderships in running digital government and resulting in low innovation. This study aims to analyze transformational leadership in supporting innovative digital governance. Digital governance emphasizes the aspect of using data and platforms for the public to be able to access government information and services anytime and anywhere by utilizing online network devices. The government of innovation emphasizes the creation of new things that are supported by human intelligence. Data were taken through interviews and through online media and then analyzed using NVivo 12 Plus. The results show that transformational leadership provides good support for digital governance. Digital governance can contribute to transformational leadership in creating innovations. E-governance has a positive impact on the efficiency and effectiveness of public governance in relation to human relations with humans, human relations with government, and government relations with other institutions.

Keywords: Transformational Leadership, Digital Governance, and Innovation.

ABSTRAK:

Penelitian ini dilatarbelakangi dengan berbagai kegagalan beberapa kepemimpinan pemerintahan dalam menjalankan pemerintahan digital dan mengakibatkan rendahnya inovasi. Penelitian ini bertujuan untuk menganalisis kepemimpinan transformational dalam mendukung tata kelola pemerintahan digital yang inovatif. Pemerintahan digital menekankan pada aspek pemanfaatan data dan platform bagi masyarakat untuk dapat mengakses informasi dan layanan pemerintah kapan dan di mana saja dengan memanfaatkan perangkat jaringan secara online. Pemerintahan inovasi menekankan pada penciptaan hal-hal baru yang ditopang oleh kecerdasan manusia. Data diambil melalui wawancara dan melalui media online kemudian dianalisis dengan menggunakan NVivo 12 Plus. Hasil penelitian menunjukkan bahwa kepemimpinan transformational memberi dukungan yang baik dalam tata kelola pemerintahan digital. Tata Kelola pemerintahan digital dapat berkontribusi bagi kepemimpinan transformational dalam menciptakan inovasi-inovasi. E-governance memberikan dampak positif terhadap efisiensi dan efektivitas tata kelola publik dalam kaitannya dengan hubungan manusia dengan manusia, hubungan manusia dengan pemerintah, dan hubungan pemerintah dengan institusi lain.

Keywords: Kepemimpinan Transformational, Pemerintahan Digital, dan Inovasi.

INTRODUCTION

The current era of intelligent computerization and digitalization requires governments and other institutions around the world to design new models with the intention of providing the best service for their people. The presence of a service that is easily accessible, timely, accurate, and convenient because it contains information with the use of a high-speed internet connection. This is an opportunity for transformational leaders at every level to be able to build innovations in providing services to their citizens.

Leadership is the relationship between leaders and those who are led to be directed by those who lead ([Utami, 2018](#)). Transformational leadership in a world undergoing rapid changes requires good governance in entering the digital era. The existence of digital government in the era of the world experiencing the dynamics of very fast change is not supported by the readiness of leadership resources who have such strong intentions and will. In such conditions, leaders are needed who have leadership and capabilities in encouraging digital-based governance. Such a transformation does not only contain benefits but also poses challenges and risks, because there will be a gap between those who have the ability in the digital world and those who cannot access and cannot take advantage of technology ([Almazán et al., 2017](#)). The tough challenge that will come when the world enters the era of digital disruption is that human power will be replaced by robots, so humans will later be replaced by “Artificial Intelligence (AI)”, including governance in building extraordinary innovations. In fact, the fairness impact of digital disruption can only be realized if environmental regulations and the broad ecosystem enable frictionless digital commerce, where cost-effective and trusted digital services can be used by all digital content produced and consumed with safeguards that comply with antitrust behavior standards, privacy, cybersecurity, and interoperability ([Vagadia, 2020](#)). Digital technology can open up new opportunities and provide solutions to many of the chal-

lenges faced in a world undergoing accelerating change.

In such conditions, it is not only leaders who have the required digital capabilities, but also leaders who have the trust of the community. He further explained that if the government wants to gain the trust of the public, the government must be serious about utilizing digital technology which is in line with the 4.0 industrial revolution era ([Sanusi, 2019](#)). In the current industrial revolution, the public service system is expected to provide convenience for the community. This, in line with Law 25 of 2009 concerning Public Services, there is one article that stipulates that public services must have a system that can provide easy services to the community.

This research is intended so that every leader prepares themselves and human resources in facing the digital era. One thing that needs to be prepared is how a leader is able to carry out transformational leadership in digital governance, so that unique innovations can be created such as intelligence in managing government organizations that are not only local, national, but also global governments. The world today demands a lot, along with advances in technology, information, and communication which tend to be through media such as Facebook, line, whatsapp, twitter, blogs and the like, demanding leaders to work more professionally, transparently, and effectively ([Sedarmayanti & Yaya Mulyana A. Aziz, 2020](#)).

LITERATURE REVIEW

TRANSFORMATIONAL LEADERSHIP

Such rapid changes are unavoidable in the current and future organizational environment. Kotter & Rathgeber said that organizational change that often comes externally and unexpectedly requires leaders who can create strategies to adapt to change ([Dhiman & Marques, 2020](#)). Transformational leadership is a leadership style that can be used to create a culture of change in an organization ([Dhiman & Marques, 2020](#)). Transformational leaders are characterized by an exciting vision of the future, has

the ideal effect, and motivate subordinates to improve effective commitment to organizational goals ([Delegach et al., 2017](#)). In line with that, Bass and Riggio (2006), argue that transformational leadership builds and forms follower commitment in several ways, namely: First, it has an ideal influence to subordinates, because he is considered a person who has quality exemplary to emulate. Second, motivate and inspire subordinates by give importance of organizational goals and encourage subordinates to achieve goal higher organizational goals than personal goals. Third, increase follower commitment by providing intellectual stimulation ([Peng et al., 2019](#)). Several ways to form employee commitment, transformational leadership behavior is characterized by the leader's ambition to encourage a common understanding with all employees about how the vision and goals of the organization should contribute to the desired results. Furthermore, transformational leadership literature emphasizes vision as a core element for both private and public organizations ([Van Knippenberg & Sitkin, 2013](#)) and this applies to both public and private associations ([Jensen et al., 2019](#)). The element of vision in transformational leadership can bridge employees or employees to unite an understanding of the goals desired by the organization, so that they are encouraged to strengthen their potential in an effort to achieve the vision as something beautiful dream in the future. This is corroborated by Carton, Murdhy, & Clark (2014), that if leaders provide a vision, the message can build a common goal and give many employees a common understanding of work goals ([Jensen et al., 2019](#)). Furthermore, when referring to Bass and Avolio (1995), leaders are considered to have a transformational model if they apply four leadership dimensions, namely: (1) Idealized influence (role modeling attributes and behaviors); (2) Inspirational motivation (articulations of compelling and inspiring visions of the future); (3) Intellectual stimulation (challenging existing assumptions and stimulating new ways of thinking); and (4) Individualized consideration (attending to followers' needs and concerns) ([Siangchokyoo et al., 2019](#)). In

line with that, another opinion also suggests that transformational leadership consists of four dimensions, namely: intellectual stimulation, intellectual considerations, charismatic, and inspirational motivation ([Mittal & Dhar, 2016](#)).

Besides, leadertransformational setting high expectations that motivate employees to get out of the status quo, take risks, and pursue highly creative work ([Gong, Huang, & Farh, 2009](#)). Finally, transformational leaders cognitively engage their employees by contributing and evaluating creative ideas ([Watts et al., 2019](#)). Bass & Riggio, 2006 identified three assumptions that underlie transformational leadership theory, namely (1) Leaders are responsible for relatively enduring change (transformation) in followers, (2) Specific ways of changing followers, (3) Systematic and relatively enduring follower change drives the process by which leaders achieve positive workplace outcomes ([Siangchokyoo et al., 2019](#)). Now there is a lot of evidence to show that leaders and leadership have a significant impact on organizations related to culture, climate, employee engagement, productivity, customer satisfaction, and profitability ([Pendleton, David, Adrian Furnham, 2021](#)). The transformational leadership function is very important as a change driver who is able to spearhead policy change ([Azhar Kasim, Martani Huseini, Rozan Anwar, 2015](#)). The point is transformational leader can change and bring organization for the better ([Yuana Rizky O. Mandagie, Iha Haryani Hatta, Widarto Rachbini, 2018](#)). Transformational leadership motivates employees to help others by providing good service so as to benefit the organization. This agrees with Bassin ([Chen & Hua, 2019](#)) which states that transformational leadership motivates employees to work for the benefit of the organization by fostering group identification and can encourage them to do more volunteering behaviors such as helping others, working overtime, providing services beyond the customer's imagination, and generating customer focus.

DIGITAL GOVERNANCE

Regardless of the context the term “digital” is an eclectic anthology of social and economic outcomes that can be assumed to be both positive and negative. Digital from a positive assumption implies that it can open up new opportunities and provide solutions to the challenges faced by society in the business world and the world of government. Whereas negative view assumes that digital technology will destroy jobs, make human labor redundant, cause invisible disturbances in socio-political life ([Falk, 2017](#)). Digital government or e-government is the development of electronic-based good governance ([Jamaluddin Ahmad, Hardianti, Andi Nilwana, Muliani, 2020](#)). E-Governance requires digital coding, processing, storage and distribution of data ([Ramesh, 2011](#)). The core of digital governance is government that is managed based on an online network to close service distances, make work easier, and minimize time used. According to our framework, the realization and inclusion of digital innovation into the organization manifests itself in three concentric circles: technology-driven development and different implementation categories of digital innovation at its core, enabling digital innovation in the second circle, and digital governance of innovation in the ring, third. Based on the proposed framework, we indicate promising areas for further research in this area ([Wiesbock & Hess, 2020](#)). The rise of digital technology has paved the way for the emergence of a new public governance model called the Digital Era Governance (DEG) model (often referred to as e-government, digital government, e-governance, or digital governance) in which digital technology plays a central role ([Ravselj et al., 2022](#)).

INNOVATIVE GOVERNANCE

The definition of innovation according to Rogers (1983), that innovation is an idea, practice, or object that is perceived as new by an individual or other unit of adoption ([Nur Wahid, Sangkala, Nur Sadik, 2020](#)). Innovation is not always related to

the creation of sophisticated products, but the innovation in question is more about how to make a job faster and easier ([Huraera, 2019](#)). Robbins (1994), focuses more on innovation in new ideas, products and services as a result of new ideas, continuous improvement as a result of innovation related to new ideas ([Muharram, 2019](#)). Public sector innovation is more emphasized on aspects of the resulting improvements, namely governance that is able to provide effective, efficient and quality public services, cheap and affordable ([Wijayanti, 2008:42](#)). ([Huraera, 2019](#)). Osborne and Brown (2005) simplify the innovation process in three main stages, namely the invention stage, implementation stage, and diffusion stage ([Ridlowi & Himam, 2016](#)). The strategies for building innovation in government according to Sangkala in Muchlas (2015) are: (1) service integration, (2) decentralization of service monitoring, (3) citizen/community involvement, (4) utilization of information and communication technology ([Octaviyani & Nugraha, 2018](#)).

RESEARCH METHODS

This research uses descriptive qualitative research method. Data taken through interviews to three village heads, three village staff, and three community leaders, employee and society digital-based service users. Data analysis used is Nvivo 12 plus. Data obtained from informants classified using the import feature and the data menu. Then the import menu on the Nvivo 12 plus is used to import data in the form of interview documents with informants. Furthermore, the data is coded using nodes. Coding, is an activity to fill nodes with information related to the category of concepts (codes) that already exist in the node system ([August, 2019](#)). The node values obtained from the crosstab feature and the chart feature are used to answer research questions by narrating the values obtained for each indicator.

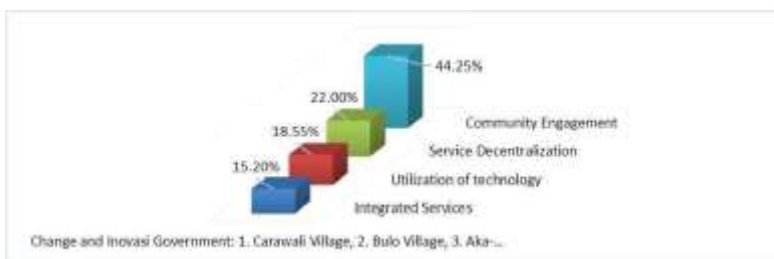
RESULT AND DISCUSSION

Transformational leadership play an important role in sup-

port the creation of a digital-based and innovative government. This is in line with Imran et al that transformational leadership refers to an innovative leadership style that encourages leaders to provide empowerment, intellectual stimulation, directing ideal influence, stimulating growth, and using inspirational motivation (Imran et al., 2016). This is also in accordance with what was stated by Kanungo and Mendonca in (Berkovich & Eyal, 2019) argues that transformational leaders are committed to altruistic values and the empowerment of others.

This research was conducted in Carawali Village, Bulo Village, Aka-Akae Village, Sidenreng Rappang Regency on the grounds that the three villages have implemented digital governance through the village web. This study discusses transformational leadership in supporting innovative digital governance. Based on interviews conducted by involving various sources including: village heads, community leaders, and community users of digital services. Based on the results of the processed interview data, it can be described as follows:

Graph 1. The Transformational Leadership Response of Village Governments (Carawali, Bulo, Aka-Akae) in supporting innovative digital governance



Source: Primary Data

Based on graph 1, provide an explanation of the strategy for building change and innovation in village government. The strategy of building change and innovation in village governance is seen from several dimensions. The dimensions measured are integrated services, decentralized service monitoring, community

involvement, and the use of information technology. Each indicator is measured through the results of coding interview data using Nvivo 12 plus to produce a display of the percentage value of each dimension. The graph display and the percentage value of the interview data are then narrated based on the highest percentage value of each strategy dimension in building village government change and innovation. Transformational leadership of village government in the dimension of community involvement supports innovative digital governance. The dimension of citizen/community involvement is the dimension that has the largest contribution (44.25%) in creating innovations in supporting digital governance. The dimension of citizen involvement is a commitment from transformational leadership cognitively engage their employees by contributing and evaluating creative ideas for create innovations. The involvement of the community and employees in providing ideas is able to create trust for leaders in implementing innovative programs.

Furthermore, the decentralized dimension of service delivery monitoring is the second dimension (22%) that contributes to supporting digital governance. In connection with the dimension of decentralization, transformational leaders inspire their followers to provide services by utilizing the village web in the three villages. Then the third dimension contributing to transformational leadership in supporting digital governance is the use of technology by 18.55 percent. Transformational leaders encourage innovation for the use of technology to accelerate and facilitate the work of employees. The presence of digital technology will pave the way for transformational leaders to open a new model of governance called e-governance. E-governance has a positive impact on the efficiency and effectiveness of public governance in relation to human relations with humans, human relations with government, and government relations with other institutions. This corresponds to [\(Meyerhoff Nielsen & Jordanoski, 2020\)](#), Digital technology allows governments to function efficiently, effectively and provide more customer-oriented,

public value public services, but also radically change the way the public sector operates. Fourth, the integrated service dimension contributes (15.20%), this evidence shows that the leaders and leadership have a significant impact on organizations related to culture, climate, employee engagement, productivity, and customer satisfaction.

Transformational leadership in supporting digital governance in Carawali Village, Bulo Village, and Aka-Akae Village from the dimensions of technology utilization and integrated service dimensions is below 20% due to the use of the village web as a forum for utilizing integrated technology and services that have not been accessed continuously and consistently.

Transformational leadership supported by the ability to communicate, coordinate, synergize, and collaborate will provide positive trust and support in building digital governance. This is also in line with research conducted by [\(Yue et al., 2019\)](#) found that transformational leadership and transparent communication are related to organizational trust which in turn positively affects employee support and openness to change.

CONCLUSION

Based on the analysis of the research results, it can be concluded that transformational leadership in Carawali Village, Bulo Village, and Aka-Akae Village, Sidenreng Rappang Regency contribute to supporting innovative digital governance through the dimensions of citizen/community involvement and the dimensions of decentralized monitoring of service delivery. The dimensions of technology utilization and dimensions of integrated services have not contributed optimally, this is because the use of the village web as a means of utilizing integrated technology and services has not been utilized properly and evenly.

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