

Chapter I

Introduction

A. Background of the problem

This study will discuss "Digital Leadership Implementation in Yogyakarta City Public Services", because digital leadership in the current era requires various kinds of continuous innovation within the bureaucracy and digital leadership is felt necessary to be implemented in the current era, one of the cities that progress in Indonesia implementing various forms of digital-based innovation in the city of Yogyakarta. however, other regency or city governments have also succeeded in developing the implementation of various forms of digital-based innovation. there are many public service departments that can be implemented through the development of various digital-based innovations including the health sector, the education sector, the business and community sectors, the political department, the environment department and other departments. the city of Yogyakarta itself has succeeded in developing various forms of digital-based innovation in various industries. It is not surprising that the city of Yogyakarta has won various awards for its success(Febriyan Eprilianto et al., nd).

Table 1. Winners of the Top Digital Award 2021

City	Performance	Category
Yogyakarta City	Champion number 1	Top Digital Implementation
Yogyakarta City	Champion number 1	Top Leader in Digital Implementation

Source: processed from Top Digital Award, 2021

Based on the table above, Yogyakarta is a city that is very good at developing and implementing various digital-based innovations. More specifically, the Ministry of Communication and Informatics and the Office of Investment and One-Stop Services who assisted the government in obtaining this award. Whereas in the Top Digital Award ceremony, the evaluation consists of four aspects such as a) implementation, b) leadership, c) providing support, and d) benefits are all considered. This shows important aspects that must be considered, including the value of convenience and benefit in creating various forms of digital-based innovation. One of the leading sectors in Yogyakarta and helping this city win various awards in the e-government sector.

The impact of digital technology through the Internet and cloud has created a new paradigm in all industries. The Internet created a borderless economy and a whole new mind, turning the information age into a conceptual one. In the Industrial 4.0 era, which is a digital era that focuses on mastering technology, the latest and globalization, namely erasing boundaries between countries and regional boundaries. Other economies require a country's resources to be ready. Digital transformation is taking place not only in private organizations, but also individuals and public organizations. Digitization, digitization and digital transformation will take advantage of the

consumption of technology products, making work from home the best option for organizational work arrangements(Tulungen et al., 2022).

The development of technology, information and communication (ICT) plays a very important role in this strategy in the administrative process. both in developed and developing countries the evolution of ICT is inevitable and will accelerate. Also in Indonesia. At the same time, the success of the private sector Developing and implementing various types of innovation is the attraction. Separate public area. Private sector innovation is very important what must be considered and prioritized to improve the quality of service to its customers. In addition, innovation is also very influential to continue in Indonesia. Market competition is becoming increasingly complex. it's success went viral enabling the public sector to improve public services to the community. completed Therefore, in the public sector,(Febriyan Eprilianto et al., nd)

The actualization of a government bureaucracy is the basis of public service, the existence of the bureaucracy can be reflected in the attitude and behavior of officers in providing appropriate services to the community. Paradigm shift to more services. Social customer orientation must be used as an inherent value in the soul of government agencies and is reflected in their attitude. The behavior of officers in providing services to the community. This is the ideal public service to be realized. everyone who performs public services, in the end, public service providers must provide a community satisfaction orientation as service users.(Marzuki Islamic Moderation House, nd).

B. Formulation of the problem

How is the implementation of digital leadership in Yogyakarta City public services?

C. Benefits of research

This study aims to find out how Digital Leadership is implemented in public services in the city of Yogyakarta.

D. Research purposes

1. Theoretical benefits

It is hoped that this research can add insight and knowledge to writers and readers regarding the implementation of digital leadership in public services in the city of Yogyakarta, and is expected to be a means of developing science to provide information and can be used as a reference for further researchers related to regional cultural preservation issues.

2. Practical Benefits

Practically, this research is expected to be useful for the Yogyakarta Special Region government regarding the extent to which digital leadership implementation has been realized, and is expected to be able to present new innovations in various sectors not only in digital leadership.

E. Library Review

No	Name	Title	Research result
1.	(Cahyarini, 2021)	Implementation of Digital Leadership in Developing Digital Competence in Public Services.	The results of the study explain that the implementation of digital leadership encourages the maximum use of information technology so as to produce improvements in digital-based public services, which is reflected in various achievements. Even though all indicators have satisfied service users, there is still hope for better service improvement in certain areas so that this Service Unit must respond by improving its public services in the future by developing digital competence for service officers according to job competency standards in a planned and measurable manner.
2.	(Tulungen et al., 2022)	Digital Transformation: The Role of Digital Leadership	The results of the study show that the role of digital leadership is crucial in realizing digital transformation. By utilizing

			information technology, work processes in the government sector will be increasingly assisted. In addition, with the use of big data, the decision-making process by leaders will be made easier.
3.	(Hoerudin, 2020)	Adaptive Leadership In Digital Era.	The results of the study found that adaptive leadership patterns provided opportunities for Ridwan Kamil to carry out many policy innovations during his leadership in West Java. His dynamic nature allows him to take advantage of his position to make changes in the form of technology-based innovation programs. The dilemma of structure and agency in leadership can be resolved through the 4 approaches contained in this adaptive leadership
4.	(Bisri & Asmoro, 2019)	Public Service Ethics in Indonesia.	The results of the study found that the implementation of decentralization and regional autonomy policies in Indonesia resulted in local governments having the responsibility and authority to determine minimum service standards. The fundamental problem in the

			<p>process of public service in Indonesia is about ethics. There are no universal standards regarding norms or ethics as well as sanctions that specifically regulate violations committed by officials in public services.</p>
5.	(Fadhlan et al., n.d.)	<p>Digital Leadership, Innovation Management and Competitiveness in the Era of the Industrial Revolution 4.0: The Mediation Role of Quality Management.</p>	<p>The results of this study are: 1) Digital leadership and innovation management have a positive and significant effect on competitive advantage. 2) Digital leadership and innovation management have a positive and significant effect on quality management. 3) Quality management has a significant positive effect on the competitive advantage of Samsung Center Padang. 4) Quality Management mediates digital leadership and innovation management towards competitive advantage.</p>
6.	(Canggih Gumanky, 2019)	<p>Digital Leadership Strategy according to Situational Leadership Approach.</p>	<p>The result of this research is to create a strategy for digital leadership based on a situational approach to leadership. The reason is that the situational approach offers leadership style flexibility by determining the level of readiness of followers.</p>

7.	(Bolte et al., n.d.)	Digital Leadership 4.0.(Bolte et al., n.d.)	<p>The results of this study reveal that digital companies need a new type of leadership, called leadership 4.0. This is what it should be support an agile environment, which is the basis for driving fast-forward innovation and to create higher customer satisfaction. Through leadership 4.0, on the one hand company culture affected and on the other hand the job itself. Therefore, company and employee leadership are distinguished.</p> <p>Further research shows that the nine attributes for successful leadership in the digital era of companies are more dominant.</p>
8.	(Henselek, 2020)	Digital Leadership: A Framework for Successful Leadership in the Digital Age.	<p>This research presents a conceptual framework for digital leadership and explain the motives and opportunities and challenges associated with it. It also shows how the critical capabilities of a digital leader contribute to their realization strategic vision of successful digitization. The article concludes by discussing whether and how digital leadership can support successful digital</p>

			transformation in economies and societies, and it points out possible areas for future research.
9.	(Petry, 2018)	Digital Leadership.	This research describes the characteristics of leadership in the digital economy as well as some adequate leadership tools. However, the article ends with a “but”, i.e. leaders should not push too hard and throw away all traditional management tools. Successful leadership will usually require some sort of efficient business execution ambidexterity and agile business adaptation.
10.	(Avolio et al., 2014)	E-leadership:Re examining transformations in leadership sources and transmission	This study explores how dynamic leadership influences loyal or disloyal use of AIT, how AIT can be and is used to develop leadership, and ultimately how each will shape how organizations function well into the future. In short, we examine what we've learned about e-leadership, what needs to be learned, and what might be emerging topics that could propel the e-leadership agenda into the decade and beyond.

Based on the findings from several previous studies, the entire research focuses on efforts to implement digital leadership in various institutions or an organization, none of which explicitly discusses the process of implementing digital leadership in public services in the city of Yogyakarta. With the incomplete results from previous research, this research will focus more on discussing how the process of implementing digital leadership in public services in the city of Yogyakarta in 2022.

F. Theoretical framework

1. Digital Leadership

Digital leadership, also known as e-Leadership, is digital leadership that arises as a result of the development of an electronic-based environment or e-Environment. Many aspects of fulfillment, including elements of leadership or digitally-savvy leaders, are required to achieve organizational goals in today's digital era. Because organizational success is measured by more than just the performance of employees or personnel, the most important factor in the competence of organizational leaders(Cahyarini, 2021).

By definition, digital leadership is leadership in the information sector, such as communications, practices, and various media. In this case, digital leadership teaches leadership at various levels of technology. This leadership directs, facilitates, and coordinates the organization's digital and knowledge work processes. Digital leadership requires not only an understanding of the potential of information and communication technologies to assist business leadership, but also an understanding of the limitations of these technologies and how they can be used. Used throughout the organization to project leadership.(Lubis, 2022)

According to Petry in(Henselek, 2020). Stated that digital definition can be divided into two sides. On the one hand, it is technically understood as the conversion of analog data into digital information. On the other hand, it can be seen holistically as the development of a society driven by advances in electronic data processing technology. This creates new challenges. and opportunities as they cause profound changes at all levels of the economy and society, fundamentally changing the way people communicate and interact with each other, and the way companies appear in the marketplace.

According to Spillane & Camburn in(Hoerudin, 2020)argues that leadership is a process that maximizes organizational potential and is always associated with increased performance. Leaders are agents of change who influence others rather than influencing people to influence themselves.

From several opinions regarding digital leadership, it can be interpreted as a way for a leader of a company, business, institution or group to be able to take advantage of various existing digital innovations to be able to quickly get out of various kinds of previous difficulties such as the slow process of solving administrative problems in an institution or company that has experienced.

To support various digital leadership, in addition to technical expertise, soft skills are also needed, along with soft skills which are formulated into the seven supporting pillars of digital leadership:

Figure 1. The Seven Pillars of Digital Leadership



Source: PKN I

Digital Leadership Material

Soft skills dominate digital leadership characteristics, as evidenced by the seven pillars mentioned above. A digital leader must go further and have a broader perspective, and be able to unite the thoughts of the people he leads across disciplines. By utilizing technology, national, state, geographical, cultural, and other boundaries can be crossed. Information and communication are used to achieve organizational goals, improve organizational performance, and provide services. better community relations.

The necessary characteristics or digital leadership according to Klein in(Cahyarini, 2021).

- a. Characteristics-Digital Business, namely A digital leader, in particular, must have the characteristics of an innovative visionary, who must not only think ahead but also innovate. Another important trait is network intelligence; a digital leader must be able to coordinate the knowledge, skills, and resources of a team. It is also important for a digital lead to act as a digital talent scout. It is also expected to have the characteristics of a complex master, such as the ability to understand complex situations and solve problems in difficult

situations. There are additional important characteristics, such as business intelligence for building new business models.

- b. Characteristic-Social Attitude, namely a digital leader serves as a motivator, motivating coach, and role model for team members or personnel. Another feature of digital leadership is the democratic-delegative style, which involves designing an organization with minimal hierarchy and bureaucracy so that digital leaders are people-oriented and focus on the development and advancement of their personnel. The nature of openness which has the nature of transparency is no less important.
- c. Characteristics-General Mindset, In addition to the characteristics above, there are general characteristics, such as the agile ability to adapt to new business models and create transformation strategies. The ability to learn from mistakes and learn from mistakes is one of the most attractive characteristics of digital leaders. Another important characteristic of a digital leader is the desire to continue learning as a knowledge-oriented, lifelong learner.

In carrying out the process of implementing digital leadership, according to the components attached to digital leadership(Petry, 2018). That is:

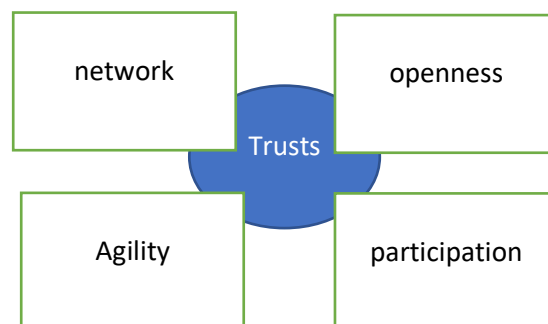


Figure 2. Digital Leadership Component (Petri, 2018)

According to Burr (2016) in also put forward (Petry, 2018) encourage open communication and collaboration with the intent of opening up all physical and digital channels of communication. However, even in the digital age, physical meetings and networking are still very important. Digital immortality does not replace physical presence. Therefore, there are still several well-known companies that still use analog face-to-face meetings between superiors and subordinates.

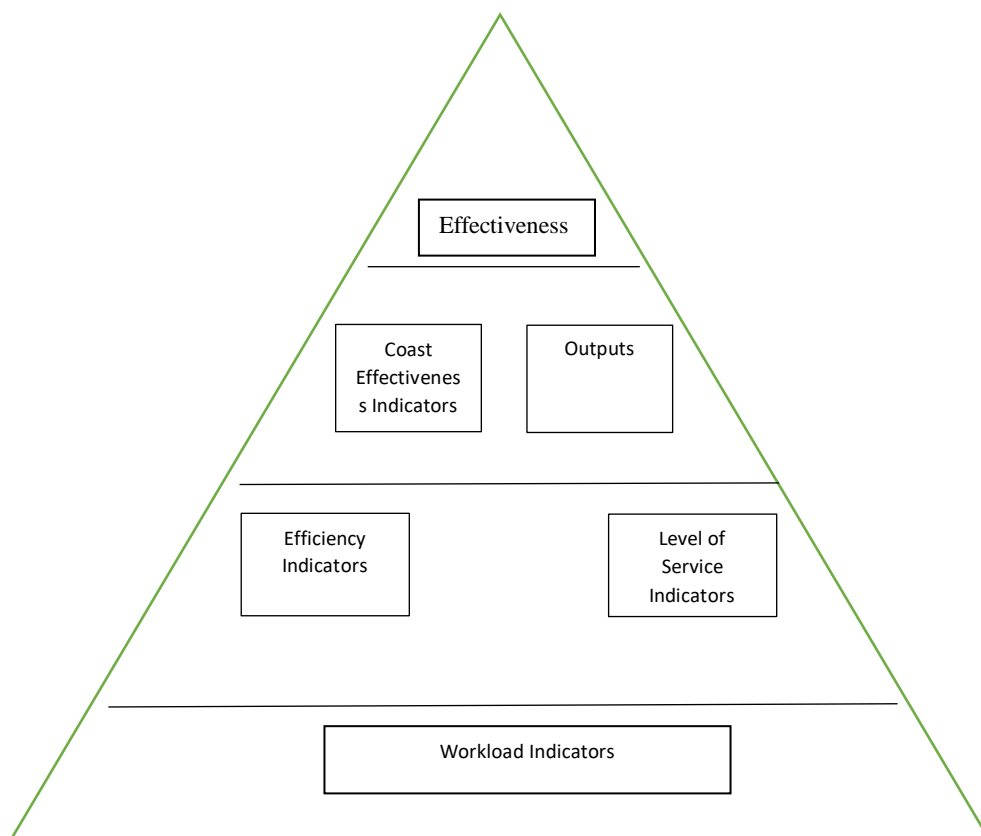
2. Public Service

The term public service can be interpreted both narrowly and broadly. In a broad sense, public service is the act of providing goods and services to the public by the government in order to fulfill its responsibilities. to the general public the Government can provide goods and services directly or indirectly. Depending on the nature and severity of the need, partnerships with the private sector and communities can be formed. community, community capacity, and market This concept emphasizes the importance of service. successfully delivered through a sound delivery system. The concept of public service. Prioritizing is broadly synonymous with the principles of public administration. General public interest. Since the government is the responsible provider, (Bisri & Asmoro, 2019).

The Indonesian government has completed several regulations related to public services, including Law Number 25 of 2009 concerning Public Services which regulates the principles of effective public services provided by the government or corporations that can strengthen democracy and human rights. Furthermore, the law is spelled out in Government Regulation Number 96 of 2012, Implementation of Law Number 25 of 2009. Dronamraju in (Cahyarini,

2021) Today's society wants public services that are timely, inexpensive, transparent and accountable, because people are getting smarter, and advances in digital technology are making it easier for people to get information. Usually there are various obstacles in improving public services, such as motivation, service openness, and employee work ethic. Public participation and control over the quality of public services is a public concern for public services. The government must continue to improve the quality of its services to respond to people's demands for fast, transparent and accountable government services. Various government efforts in terms of public services include licensing radio frequency spectrum which must be supported by a digitization process involving 1) systems, 2) infrastructure, 3) business processes, 4) institutional, and 5) HR competency development. Furthermore, the implementation of digital leadership is a requirement that must be met.

Figure 3. Public Organization Performance Hierarchy (Abdul Razak, 2019)



G. Research Flow

An outline of the research logic flow is used to explain the framework of thought in this study, with the aim of describing the relationship between the variables studied and observed, namely the phenomenon of people's demands for excellent service and government policies that strive for a clean bureaucracy. reforms with the support of efficient and effective governance processes are carried out by qualified and competent human resources (HR) apparatus. Therefore, digital leadership is needed to support services with systems, governance, institutions, and the development of apparatus HR competencies. The framework for the relationship between variables is described below.

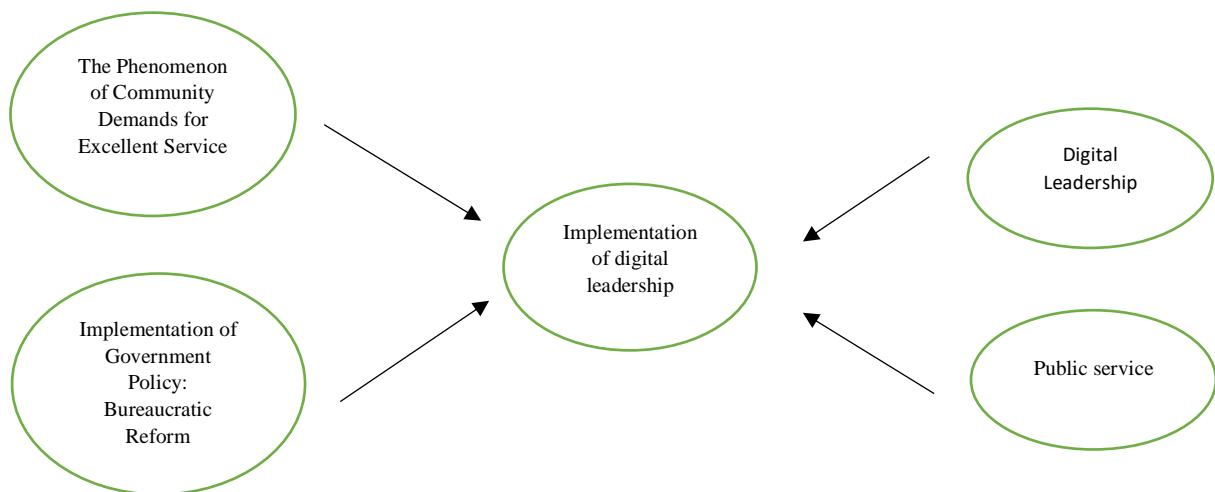


Figure 4. Framework of Mind

G. Conceptual Definition

1. Digital Leadership

Digital Leadership is a process of social influence mediated by digital technology to produce changes in attitudes, feelings, ways of thinking, behavior

and/or performance at the individual, team and/or organizational level. Based on this definition, it seems very clear that digital leadership is technology-based leadership that aims to produce change at all levels of the organization.

2. Public service

Public service is the fulfillment of the desires and needs of the community by government administrators, a series of activities carried out by the public bureaucracy to meet the needs of the community, in this case the state was established by the public (community) of course with the aim of improving people's welfare. activities or series of activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services, and or administrative services provided by public service providers.

H. Operational definition

Variable	Indicator	Parameter
Digital Leadership(Petry, 2018)	network	Design Thinking, Lean startup, scrum, Business Model canvas.
	openness	Reserve mentoring, Loading out

		Load, Daily Standup Meeting.
	Agility	Design Thinking, Lean startup, scrum, Business Model canvas.
	participation	Open Space, Liquid feedback, Barcamp.

I. Research methods

1. Types of research

In this research on the Implementation of Digital Leadership in Public Services in the City of Yogyakarta, it is considered appropriate because it is more focused and in-depth on observation and research, specifically using qualitative research types. In that sense according to Denzin & Lincoln (2011: 3-4) in (Al-Hamdi, 2020) is an attempt to interpret, interpret, and rationalize the reality of life based on what is examined by a researcher. Therefore, qualitative research usually involves a number of empirical evidence or field data that describes natural and problematic events and the meaning of each human being's life. According to the opinion of Lichtman (2013:7) in (Suwarsono, 2016) is a general term (generic), which implies that it (qualitative research) is a way of knowing (something) in which a researcher collects, organizes, and interprets information obtained from

humans by using the eyes or ears as a filter.

2. Research sites

This research will be carried out at the Ministry of Communication and Informatics and the Office of Investment and One-Stop Services (DPMPTSP) Yogyakarta City on Jl. Kenari No. 56 Yogyakarta.

3. Data source

a. Primary data

Primary data is data obtained directly from the source, through interviews at The Ministry of Communication and Information and the Investment and One-Stop Services (DPMPTSP) Yogyakarta City Office on Jl. Kenari No. 56 Yogyakarta. in depth and the results of observations of selected sources of information or informants. The following are informants for interviews.

Source	Amount
Head of the Information and Communication Service	1
Head of Licensing and Investment Service	1
General public	2

b. Secondary Data

Secondary data is data that is not obtained directly from the source, but obtained through several sources of personal document archives, online data,

official documents, books and journals related to the Implementation of Digital Leadership in Public Services in the City of Yogyakarta.

4. Data collection technique

a. Observation

According to (Morissan, 2017: 143) Observation or observation is a daily human activity by using the five senses as the main tool. In other words, observation is a person's ability to use his observations through the work of the five senses

Observation is a data collection technique that is carried out through an observation, accompanied by recordings of the state or behavior of the target object in The Ministry of Communication and Information and the Investment and One-Stop Service (DPMPTSP) Yogyakarta City Office.

b. Interview

In this study, the researcher used semi-structured interviews where the researcher had prepared a list of questions in advance, but these questions could allow for development during interviews at the Communications and Informatics Service and the Investment and One-Stop Services Office. According to (Lexy J. Moleong, 2002), interviews are conversations with a specific purpose. The purpose of the researchers using this method is to obtain clear and concrete data about the Implementation of Digital Leadership in the City of Yogyakarta.

c. Documentation

According to (Arikunto, 2010), the documentation method is to find data regarding matters in the form of notes, transcripts, books, newspapers,

magazines, inscriptions, treatises, meetings, agendas, and so on. In accordance with this view, researchers use the documentation method to be used as a means of collecting data from written sources consisting of official documents. Researchers document the things that become the completeness of the research.

The documents used in this study were obtained from secondary data consisting of newspapers, journals, implementation guidelines, as well as obtaining data sources such as photographs, data sources, documents or notes from the relevant institutions from the objects being interviewed, data sources from the relevant offices. As well as documentation taken during the data processing that has been done.

5. Data analysis technique

According to (Rijali, 2018) put forward data analysis techniques as an effort to systematically search for and organize records of observations, interviews, and others to increase the researcher's understanding of the cases studied and present them as findings to others. Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, performing calculations to answer the problem formulation, and performing calculations to test the hypotheses that have been tested. The technical analysis in this qualitative research can be explained in the following steps:

a. Data collection

This data collection stage is the stage where the writer enters the data that has been obtained in the form of narratives or words obtained from data and information sources and then combined into one in writing.

b. Data reduction

Data reduction is a form of analysis that sharpens, classifies, directs, summarizes or selects the main things then focuses on the important things and organizes the data in such a way that final conclusions can be drawn.

c. Data Presentation

Presentation of data is an activity when collecting information is compiled, thus giving the possibility of drawing conclusions. The form of presentation of qualitative data is in the form of narrative text (in the form of field notes), matrices, graphs, networks and charts.

d. Conclusion Drawing

The final stage in the data analysis process is drawing conclusions which are marked by the collection of data that has been displayed as far as the researcher's understanding and interpretation. At this stage, this research draws conclusions from the data that has been obtained while the research continues in the field.