

# Digital Leadership and Innovation in Local Government: The Case of Public Service Delivery in *Sumedang* District West Java

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**Abstract.** Digitalisation of public service delivery is condition sine qu non in the era of industrial revolution. There is no single local government in Indonesia can escape from the disruption in technological development not to mention in *Sumedang* District. By conducting focus group discussion and interview several public officials in *Sumedang* District, our finding indicates that digital leadership is a significant factor in triggering the innovation in local government. It is important to investigate how local leader orchestrate innovation by spreading the idea of innovation and direct all officials in one direction to materialise the champion in local government innovation. Digital leadership in our finding is not related to the technical skill required by a leader but the digital mindset is more important to guide all sectors and actors in developing innovation. The spirit of digital leadership is essential in *Sumedang* District where the head of district is always in the front line in innovation and implementation of public service delivery.

**Key words:** Innovation, Public Service delivery, Digital Leadership, Mind-set

## 1 Introduction

Public services are a condition sine qua non for the government in realizing community welfare. Integrated services is a service concept that combines various types of services to the community in order to make it easier for people to access the services they need in one place, called one-stop service. Public Service Malls emerged as a new concept in order to complete one-stop services by adopting the mall business concept (shopping centre) which is a one-stop service where customers can visit the mall and shop for all their needs in one building containing outlets selling the goods and services they need. customer. This concept was adopted by the Central government through the issuance of a regulatory decision by the Minister of Administrative and Bureaucratic Reform which created the concept of Public Service Mall (MPP). By integrating various types of public services in one container called MPP.

This was then supported by the issuance of regulation number 89 of 2021 concerning the Digital MPP program [1]. In line with the emergence of MPP, at the same time the central and regional governments have entered the Industrial Revolution 4.0 stage or known as the digitalization era by developing various service innovations by building digital service

applications. The government's innovation is vibrant in developing various digital services such as online licensing services (OSS), My passport, etc. Likewise, almost every regional government is developing various types of online services.

In this MPP concept, all online services are united by One-stop integrated services and investment services as a regional government organizational device that combines various services in one forum called MPP. Based on Presidential Decree Number 89 of 2021 concerning the Implementation of Public Service Malls, it is explained that Public Service Malls (MPP) are the integration of public services provided by ministries, institutions, provincial and district/city regional governments, state-owned enterprises, regional-owned enterprises, and private sector in an integrated manner in 1 (one) place as an effort to increase the speed, convenience, reach, comfort and security of services and followed up with the Minister of Administrative and Bureaucratic Regulations and the Order of the Governor of West Java. Nevertheless, there are a number of challenges in putting this MPP into practice, such as:

- a. Not all services are application- or internet-based;
- b. People still have low levels of digital literacy;
- c. Both renters' and officers' services from central agencies are subpar;
- d. The network for the internet is still not ideal;
- e. Limited availability of parking spaces
- f. A restricted budget for infrastructure and facility provision restricted room for adding extra renters;
- g. Inequitable dedication from the MPP's leadership and all of its agencies;
- h. Limited human resources in terms of number, skill, ICT usage, and hospitality;
- i. There has not yet been any integration of the business operations of the services covered by the MPP;
- j. Inadequate funding to establish MPP and insufficient facilities, infrastructure, and ICT systems to deliver services.

Due to the significant financial needs for MPP development, certain regencies and cities—particularly those in West Java—are unable to set aside money for MPP implementation. Drawing from past budget requirements for the building/renovation of nine MPPs in West Java, an estimated budget of 4 to 30 billion Rupiah, or approximately 9.9 billion Rupiah on average, is required for each MPP.

The central government added an alternative Electronic or Digital MPP policy by Ministry of State Apparatus Utilization and Bureaucratic Reform regulation number 92 of 2021 [2]. The Minister of Administrative and Bureaucratic Reform serves as the general policy formulator (Guidance) for the digital MPP, and the Provincial Government coordinates its implementation by creating innovations that give operational direction to district and sub-district governments. This is stated in the Ministerial Regulation, which states that the implementation of the digital MPP is done in phases. Cities as agents of change in their specialized fields. It is not as simple as turning your hand when it comes to implementing policy, though. It appears that the province and municipal district administrations are facing numerous challenges, both technological and non-technical, in the process of converting Physical MPP to Digital MPP.

Some previous studies related to digital transformation focused on human resource readiness, technological readiness, while very few focused on comprehensive aspects, including policy, human resources, infrastructure and government political will in digital transformation. We argue that digital transformation is not a matter of how we change conventional services to digital through technology, it is not enough that digital transformation

demands it *clear guidance policy* from the central government, political will (support from regional government political will), readiness of institutional capacity and networks or networks governance). The research focuses on the role of leadership in readiness to carry out the process of transforming public services [in local governments, especially in *Sumedang* Regency, West Java.

## **2 Conceptual Framework**

### **2.1. Public Service**

In essence, everyone needs public services from the moment of birth until the moment of death, regardless of where they reside. Public service is a *sine qua non* (necessity) for the state, which is the primary provider of public services for the community, particularly in this modern day. Our beloved Republic of Indonesia stands tall because its citizens gave it that mandate. For this reason, when it comes to public services, the state must constantly be present among its citizens by offering public services that are high-quality, reasonably priced, promptly provided, and tailored to their needs. Public service is defined as "an activity or series of activities in order to fulfil service needs in compliance with legal requirements for goods, services, and/or services for each and every citizen and resident. public service providers offer administrative services" by the Public Service Law (UU Number 25 of 2009) [3]. As the personification of a contemporary state institution, the government, both at the federal and local levels, plays a crucial role in how the state organizes and delivers high-quality public services to its citizens. Therefore, in order for the state to truly be present in offering its citizens public services, the government must be present in planning and delivering effective, efficient, and high-quality public services that are in line with the requirements of the community and the most recent technological advancements. The provision of high-quality public services for communities in the regions is explicitly mandated by the Regional Government Law Number 23 of 2014, which is in line with the Unitary State of the Republic of Indonesia's system of regional autonomy and decentralization (see Chapter XIII on public services in particular) [4]. As an extension of the national government, regional administrations are required to offer high-quality public services to the residents of their respective regions in compliance with the Public Services Law (Law Number 25 of 2009) and any rules that follow from it.

Within the framework of recent strategic environmental modifications. At least two significant changes that have a significant impact on how the government should provide public services to its inhabitants are facing both central and regional governments. The first is the Fourth Industrial Revolution, and the second is the Covid-19 Pandemic, which took the world's governments by surprise, particularly those in Indonesia. These two factors are crucial because these significant shifts call for the federal government and local governments to keep improving and innovating while also working to modify how long-lasting public service innovations are for their respective communities.

First, in recent years, we have all come to agree that the Industrial Revolution 4.0 will significantly alter the natural order of things. We can all witness with our own eyes how technology has negatively impacted our lives, from the way we exchange virtual currency and make purchases to the way individuals interact with one another. We are experiencing this significant shift very quickly, particularly in the area of new technological development, which is typified by the five primary technologies—the Internet of Things, artificial intelligence,

robotics and sensor technology, human-machine interface, and 3D printing—that underpin the growth of the industrial system 4.0. We are witnessing a significant influence of this technical advancement in the online transportation space, where start-ups (pioneers) that rely on information technology, like Gojek and Grab, are beginning to undermine domestic conventional enterprises like Blue Bird and Express. The retail industry has also seen recent advancements, such as the rise of businesses that market goods and facilitate online transactions, like Tokopedia, Shopee, and BliBli. online via e-banking or e-business.

Significant alterations have also permeated the realm of central and regional government bureaucracy. Online techniques such as Online Single Submission (OSS), diverse financial administration applications like the Agency Level Financial Information System and the Government Agency Performance Accountability System, as well as public services launched by different ministries and institutions and Indonesian regional governments have all contributed to the digitalization of public services. Significant alterations also transpired in the formats of public services. Whether the government likes it or not, these significant changes brought about by the advancement of internet technology are constantly present. Virtual digital online public services have taken the role of traditional face-to-face media-based public service delivery methods. The time and location of service have changed from manual to digital and virtual as a result of this modification. Technology advancements have finally compelled public services, which are supported by both national and local governments, to start transitioning from manual to digital public services. Many local governments are embracing digital public services by creating a range of applications that benefit the community by providing faster, more affordable, and higher-quality public services.

Second, the world was shocked by the Covid 19 Pandemic, which has killed tens of thousands of people, paralyzed various economic and industrial sectors, and caused immense fear in various circles, all in the midst of scientific, technological, and economic growth marked by rapid international trade transactions. Many nations implemented policy innovations in a variety of areas, including health and social assistance in the form of the Social Safety Net and economic stimulus policies to stimulate economic growth, particularly for Small, Micro, and Medium-Sized Enterprises (MSMEs). These efforts were made in an effort to stem the spread of the Covid-19 outbreak and economic paralysis.

We won't know when the Covid 19 pandemic outbreak will end until it does, but as a public entity, the state must always be present to overcome all obstacles it encounters. The state must also constantly be dynamic in searching for suitable and quick alternative solutions to quickly stop the epidemic's spread and spur rapid recovery in a variety of fields. In this situation, the government must constantly be at the forefront of the search for answers across a range of issues. Another option is for the government to offer our dear nation and country quick, affordable, and high-quality public services during this pandemic. Public services have started to transition from traditional face-to-face, direct interactions to virtual online connections by using digital information technology in tandem with the Covid 19 pandemic epidemic. Before we realized it, the Covid 19 period had brought us familiarity with the digital world through Zoom Online, Webex, Google Meet, and other communication tools.

Innovation is the driving force behind these two significant shifts, the Covid-19 Pandemic and the Industrial Revolution 4.0 period. The reason for innovation is that it will force the government to constantly adjust to changing circumstances. Thus, whatever the government may be in an emergency, it exists among its people. Under this innovation paradigm, the government will consistently employ novel approaches that better align with the demands of information technology advancement while also necessitating a more democratic and inclusive approach to delivering public services to the populace.

## 2.2 Public Service Innovation

Similar to public services, innovation is essential, particularly when dealing with swift alterations in the strategic landscape. Imagine if human existence had always been as monotonous as that of animals. In other words, humans would have been no different from animals in that we would not grow or adapt as new advancements in our field of expertise arose. Because of the gift of reason bestowed by Allah SWT, God Almighty, human behaviour evolves to suit the needs of the moment. Just as humans used typewriters for work prior to the invention of computers. In the past, people travelled over international borders by using animals, boats, and ships; today, they travel by motorbikes, automobiles, and even aircraft.

Similarly, other facets of existence persist in undergoing swift and profound transformations. Innovation is essential in an organizational setting because, in the absence of it, whatever form it takes, it will undoubtedly become outdated. This principle has the effect of requiring every member of the organization to uphold the idea that the organization has a greater mandate than simply keeping up with technology—namely, learning how to innovate. This applies to whatever adaptation or response is given to the rapidly developing field of technology, particularly digital technology. Any organization, whether it is a government bureaucracy or a private enterprise, needs to constantly innovate. This applies to whatever adaptation or response is given to the rapidly developing field of technology, particularly digital technology. Any organization, whether it is a government bureaucracy or a private enterprise, needs to constantly innovate in order to keep up with advances in science and technology and to deal with the new normal that has emerged as a result of Covid 19. In the business sector, for instance, a closer examination reveals that the real demise of once-dominant corporations like Yahoo and Kodak was due to their inability to meet the demands of their clients (the consumer) as well as their inability to keep up with the quick advancement of technology. They have become complacent, focused on their pride as a major firm, and have forgotten their primary objective, which is to innovate public service.

If we look closely, we will see that the essence of innovation is change—a dynamic shift that advances toward constant progress in the face of competition and disruption in daily life. Innovation might take the shape of fundamental (radical) changes or incremental (gradual) improvements [5]. The following lists a number of definitions of innovation that are applicable to both public and commercial enterprises. "The intentional introduction and application within a role, group, or organization of ideas, processes, products, or procedures, new to the relevant unit adoption, designed to significantly benefit the individual, the group, organization, or wider society" is how West and Farr define innovation in Ancok [6]. (The purposeful introduction and implementation of new ideas, methods, products and procedures in the units that apply them, aimed to deliver benefits to people, groups, organizations and society at large). "The process by which an idea or invention is translated into a good or service for which people will pay, or something that results from this process," according to the business encyclopaedia, is what innovation is defined as (the process of translating an idea into a product or service that people will buy, or something that results from that process). According to Anatan and Ellitan, innovation is described as a change that is made within an organization that involves using creativity to create new ideas, products, services, or processes [7]. Another way to think about innovation is as an attempt to modify ideas, concepts, procedures, and goods—both internal and external to the company—that are currently offered. Woodman et

al.,[8], says that the broad consensus is that innovation is the process of developing new items as well as the act of embracing something new by whoever does so. Drawing from multiple interpretations of the term, innovation can be defined as a method of ideation and execution that aims to create novel products, services, business procedures, approaches, regulations, and other related elements. The phases of idea generation (initiation) and stages of concept execution (implementation) are the two stages into which experts divide the stages of invention. Employee input and new ideas that can benefit the organization and its employees financially are solicited during the idea generation stage of the innovation process. Subsequently, the most promising proposal is chosen to proceed to the implementation stage. Following approval by the organization's leadership, the ideas chosen by the innovation team will be implemented in accordance with the understanding of all involved parties during the second stage.

### **2.3 Digital Leadership**

The social structure of organizational leadership has multiple layers. Commencing with the lowest unit of organization, which is an individual, we may observe how they grow into interpersonal relationships, groups, departments, divisions, business units, and ultimately, groups of firms. The organizational structure has a greater strategic role in social systems with larger spheres of influence. In general, superior positions and subordinate jobs are created by the organizational structure. A director, general manager, supervisor manager, or team leader can hold a supervisory role. Subordinate jobs, on the other hand, can be filled by operational staff members with a range of skills or by members of the functional staff work team who possess specific talents [9]. The statement "leadership is influence, nothing more, nothing less" was made by Maxwell in 2007. Leadership is the capacity to influence people, not a title. Someone in a higher position who is unable of motivating his team members to achieve improved performance could be the culprit. Another scenario is that a subordinate has no formal status and is instead followed or listened to by other subordinates. "The only definition of a leader is who has followers," said Drucker [10]. A person is only a lone walker without the support of other willing followers; they are not a leader. But what sets a leader apart from a provocateur if their "ability to influence" is their only qualification? Fake news producers are adept at profoundly affecting others. Not convinced? Naturally, provocateurs who lack the ability to persuade will be unable to trick others. Leaders have an impact on others because they care about others before themselves. People who are willing to empower others rather than take advantage of them are the ones that make good leaders. Ward defines leadership as the skill of inspiring a group of individuals to take action in the direction of a shared objective [11]. This could entail providing coworkers and employees with techniques to achieve organizational needs in a corporate setting. Being ready and able to motivate others are key components of this concept of leadership. Ideas—whether original or borrowed—are the foundation of effective leadership, but ideas cannot be fulfilled unless they are shared with others and motivate people to follow the leader's wishes. Put simply, leaders are motivators and coordinators of action. He is the group member with the charisma and leadership qualities that inspire others to follow in his footsteps. Since leadership is a complicated subject that may be examined in a variety of ways, it needs to be defined differently [12].

A manager is a person with formal authority and position. Even if they are not managers, leaders have the ability to influence others. It's not necessary to advance to a formal leadership

role or become a manager [13]. B. Leadership in Digital Over the past twenty years, leaders of businesses have had to deal with increasing challenges include expanding their organizations' worldwide reach by conducting business outside of national borders and implementing information technology-based advances as soon as feasible. Conventional leadership methods stop working when it comes to managing and guiding companies to meet organizational objectives. the pressing need to embrace new leadership philosophies and move beyond traditional leadership. Leadership is defined as the relationship in which a leader directs and oversees the job that his followers do. Thus, leadership is persuading others to strive toward the group's, organizations, or even the leader's own objectives. A new leadership approach known as e-leadership has evolved as a result of advancements and innovations in information and communication technology (ICT), such as the growth of e-commerce and the internet. In their 2000 publication "E-leadership: Implications for Theory, Research, and Practice" in the scholarly journal *Leadership Quarterly*, Avolio, Kahai, and Dodge established the concept of e-leadership, also known as electronic leadership [14].

The article that serves as the primary source of information for scholars studying leadership in the digital age states that e-leadership takes place in an atmosphere where information technology, particularly the internet, is used for work. In this situation, electronic media is used for information gathering and distribution as well as communication between leaders and followers. The leaders in this case are referred to as virtual or e-leaders. E-leadership is the term for the leadership style employed by virtual leaders. A virtual leader is one who assigns tasks to subordinates from a distance in order to accomplish organizational objectives. They communicate with their fans, find new business models, and enhance their work by utilizing new technologies. Electronic media has displaced traditional face-to-face interactions. E-business, or conducting business via electronic media, particularly the internet, is the primary domain of e-leadership. Technology innovation is displacing traditional leadership with e-leadership, often known as remote leadership. Effective electronic media communication is a must for virtual leaders. Yet it is really hard to trust someone when there is no face-to-face conversation. Since face-to-face communication does not occur between leaders and followers in virtual communication, developing trust with followers in this manner is a significant barrier. A leader finds it particularly challenging to encourage and inspire subordinates to perform well in a virtual setting since he is unable to observe their responses to his guidance and direction.

Virtual leaders must make a concerted effort to lead and advise people remotely, even in the event that virtual communication is executed well. This makes it extremely difficult for leaders to foster a cooperative virtual culture. That is, a culture that makes him heard by all of his followers and enables them to work together to accomplish shared objectives. fostering a social environment using ICT to help followers collaborate and work together in a more socially conscious manner. Ritter [15] defines digital leadership as the strategic application of a business's digital resources to meet objectives. Digital leadership can be applied to individuals as well as organizations. At the individual level, the Chief Information Officer (CIO) or another person in charge of managing digital assets, like as email and electronic documents, can demonstrate digital leadership. Irrespective of their job title, a proficient digital leader consistently understands the organization's objectives and how their personal duties contribute to them. A business that effectively uses its own digital assets to acquire and preserve a competitive advantage may be considered a digital leader at the organizational level in a particular market. Digital leaders are open to investigating how IT may improve an organization's ability to respond quickly to changing business needs and customer expectations. An effective digital leader recognizes the value of inbound data and the internal

business procedures that support it, as well as the outbound digital information the organization creates within the numerous ecosystems it engages in. Communication, creativity, and a readiness to investigate novel applications of digital technology and information for managing projects with an external focus, internal projects, projects affecting operations, and unforeseen work are all highly valued in organizations that value digital leadership. An organization can establish workflows and business processes that facilitate the swift launch of new products, services, and applications while guaranteeing the optimal upkeep of legacy IT systems and applications through effective digital leadership. The functional value and quality of the organization's digital assets must also be a priority for a digital leader. Like a chief financial officer (CFO), director of human resources (HRD), or chief operating officer (COO), digital leaders are individuals who must reassure all relevant parties that the assets under their care are maintained to their fullest potential. Digitally savvy executives provide a function that is essential to the C-suite. CFOs without dependable digital information cannot do their duties effectively. If their systems permit fraudulent applications for employment to be submitted without verification of credentials and qualifications, human resources directors cannot make wise hiring judgments. In the absence of dependable input regarding the raw materials being transported, COOs are unable to effectively manage a factory. Because business decisions are based on high-quality information, they are made more rapidly and are more likely to be trusted if the information is real, trustworthy, and credible. The term "Industrial Revolution 4.0" describes how quickly manufacturing systems, products, and components are being designed, produced, implemented, operated, and serviced. Organizations need to make significant investments in developing capabilities in the following areas to get the most out of Industry 4.0 technologies: data and connectivity, analytics and intelligence, physical world conversion, and human-machine interaction. Digital technology has completely transformed not only the information technology industry but also organizational management and leadership practices. Technology is developing at a rapid pace, transforming traditional leadership approaches into digital leadership. A digital leader may encourage his staff to come up with new ideas and keep them alive. Applying digital leadership benchmarks with agility shows a quick, collaborative, cross-hierarchical, team-oriented strategy that regularly incorporates innovation.

Above all, it is crucial to apply new techniques, have a positive outlook, and be personally competent. Organizations are constantly working to raise the calibre of their services due to the desire for quick, open, and accountable public services. Digitalization procedures pertaining to 1) systems, 2) infrastructure, 3) business processes, 4) institutions, and 5) HR competency development is necessary to support various organizational activities in the public services sector. Aside from that, digital leadership needs to be put into practice. The following steps are necessary to make this happen: The process of transferring print, video, and audio into digital format is known as digitalization. Digitalization involves a number of resources, including time, money, energy, and the expertise of subject matter specialists. Through the introduction of novel products and services, the introduction of new business models, and the widespread use of digital technology, the process of digitalization is transforming practically every industry. Utilizing information and communication technologies with business processes to profit from digitized content, Indonesia is currently at the digitalization stage (Ismail, 2020). Digitalization initiatives, such as online official script management, learning management systems (LMS), and online/distance learning, are currently being implemented by numerous organizations. We require dynamic leaders who innovate a lot using digital technology in the current digital era, which means that their thinking must also be digital [11].

### **3 Result and Discussion**

#### **3.1 Digital Leadership in Sumedang Disctrict**

Digital transformation is widely regarded as a catalyst for change across various domains, particularly in the corporate sphere, and impacts every facet of human existence through technology utilization and digitalization. Applications, procedures, culture, organization, and the roles and responsibilities of civil workers have all been impacted by digital technology in the public sector [16]. The primary force behind public services' implementation of transformation and digitalization strategies to reform governance is digitalization. High-ranking personnel in the organization's governance are those who will determine its continued leadership in public services.

According to Westerman et al., digital transformation is the result of several digital innovations and technologies working together to introduce new structures, practices, values, arrangements, and beliefs that either complement or replace the norms that currently govern companies, ecosystems, and sectors [17]. The advancement of information technology offers a way to facilitate the delivery of public services by the government to the general public. In actuality, technology in the public sector may expedite and enhance service delivery. Naturally, a leader with the vision and skills to integrate his leadership style with the use and adoption of technology is required to make this happen.

The goal of digital leadership is to execute digital transformation within a business. We now understand that we are living in the era of the fourth industrial revolution, or simply Industrial Revolution 4.0. Technology, including artificial intelligence (AI), big data, cloud computing, and the Internet of Things (IoT), is to blame for the emergence of this issue. IoT opens up space for connectivity across organizations, transcending temporal and spatial boundaries. Numerous institutions are now compelled by this change to offer a wide range of services promptly, individually (customize), and in large quantities. Companies like Apple, Samsung, Tesla, Amazon, Google, Spotify, WhatsApp, and in the case of Indonesia, Gojek, Traveloka, Tokopedia, Bukalapak, and Ruang Guru, are examples of how we may sense this industrial revolution. These kinds of circumstances are referred to as volatile because they involve rapid changes that are unpredictable in advance but have significant unanticipated consequences.

One local government that incorporates a number of stakeholders in the implementation of digital MPP is Sumedang Regency. Sumedang has emerged as a leader in the West Java Province's digitalization of local public services. Sumedang started digitizing public service delivery in 2019 after visiting Banyuwangi Regency to research the "One Stop Services" one-stop integrated public service model, which is connected to licensing services.

By creating a public service mall, the Sumedang Regent is demonstrating its strong commitment to creating one-stop integrated services. Four months later, with a strong political resolve, MPP is operational and undergoing testing. In addition, a smartphone can be used to enter the service queue. As a result, the public will be able to utilize MPP on July 26, 2019. Sumedang Regency opened 23 service counters and 27 SKPDs in 2022 to begin constructing the Metaverse version of MPP Digital. These establishments included both vertical agencies like the prosecutor's office and the police department as well as internal Sumedang Regency offices. MPP Digital's metaverse version is known as SUPERMETA (Sumedang Public

Service Metaverse). A 100-million-dollar budget is needed. Sumedang Regency conducted best practices for South Korea, RCC, and Estonia Europe in order to establish digital MPP. Sumedang Regency uses Digital MPP as a gateway to provide a range of services, such as:

- a. Court documents
- b. Savings for retirement
- c. Workplace
- d. 100 online licensing services (70% online + 30% assistance)

There are currently 23 agencies offering 79 different service kinds (hybrid services include both conventional and online). The NIB Fest was created by *Sumedang* Regency to grant business licenses to MSME's. NIB Project: As of 2023, 270 villages and 7 subdistricts have produced 27,700 NIB, or 150.22% of total, reaching 41,612 NIB. The governor of West Java awarded *Sumedang* Regency the West Java Investment Summit award. IB Project data can also capture DTKS data, or statistics on poverty. Telkomsel, West Java Bank, and *Sumedang* Bank are among the external parties who helped construct the networks government. Here, *Sumedang* Bank and West Java Bank, also known as Bank Jabar, provide financial support to increase the budget for infrastructure development. Telkomsel supplies the technology in the form of internet access and fiber optic technology. In addition, *Sumedang* established a volunteer group comprised of young people with computer skills training to assist in operating several computer devices across 14 villages within *Sumedang* District.

The following endorses Sumedang Regency Best Practice:

- a. Support from top management as well as intermediate and lower echelons of the leadership hierarchy.
- b. The network of optical cables is dispersed among 270 villages and 7 subdistricts.
- c. The leadership is concerned about the Perbup's issuance in relation to digital MPP in terms of authority and delegation delegation.
- d. Openness

Drawing from the Republic of Indonesia's Decree Number 108 of 2023, issued on January 31, 2023, by the Minister of State Apparatus Empowerment and Bureaucratic Reform, regarding the outcomes of the monitoring and evaluation of SPBE in Central and Regional Government Agencies in 2022 *Sumedang* Regency is the highest ranking district/city in Indonesia with an Electronic Based Government System Index (SPBE) of 3.84, or very good, for 2022. *Sumedang* Regency is now ranked second nationwide among all central and regional government entities as a result of this accomplishment. The Ministry of Education and Culture, with a score of 3.86, is in first place. The *Sumedang* Regency Smart City Master Plan and the Digital Transformation Master Plan Towards a Sumedang Happy Digital Region are the two books that make up *Sumedang* Regency's Smart City Master Plan. The *Sumedang* Regency Government was victorious as the overall champion (Best of The Best) in the 2023 West Java Innovation Competition (KIJB), which was organized by the West Java Provincial Government. Along with being recognized as the First Best Regency with WAKEPO Innovation (WhatsApp for Information Needs and Online Services), the *Sumedang* Regency Government was also given recognition by the Regional Research and Development Agency (BP2D) of West Java Province for their outstanding writing by Hadi Ferdiansyah and Nugraha Fitria Ruhjana, Functional Officials Bappeda *Sumedang* Regency.

## 4 Conclusion

Digital transformation occurs after the digitization and digitalization stages have been passed. Implementation of digitalization includes the use of Artificial Intelligence (AI) and big data to accelerate licensing, demand forecasting/inventory planning in the production chain, and for decision making. Leaders play an important role because digital transformation is an organizational transformation where efficiency, productivity and service quality are the main targets of the organization. One key concept is why one should engage in digital transformation, and also touches on how it should be done. This needs to become part of our culture. If we try to implement something by placing a junior employee in charge, then we are setting ourselves up for failure, because that something will not be a part of him. What is the role of a digital leader? The roles of digital leaders are as follows: establish divisions; influencing executives; create sustainable digital programs; placing talented human resources to do things for us; defining processes for digital excellence; track and measure impact; and optimize it. The environment is experiencing rapid changes and people respond quickly to both internal and external audiences. The characteristics of an effective digital leader who can carry out the aspects mentioned above are someone who leads, inspires, educates, enables, empowers, builds partnerships, and takes responsibility. In fact, the main problem we have today is being an inspiring leader and someone who educates with any program or any change management in the organization. Because we can't do everything ourselves. How do we understand what to do ourselves and what to empower, inspire others to do, and give them the tools to be able to do it themselves. Digital leadership can use a top-down approach and a bottom-up approach to enable digital leadership to internalize the organization from both ends, in terms of what the public does, what the public wants. As digital leaders, we must provide services to the public directly as if they were walking into the websites we operate.

*Sumedang* District has emerged as one of the champion in innovation and digitalization of local public service. This achievement can not be escaped from the role of digital leadership which was performed by the head of district who successfully orchestrated and managed digitalization of local public services delivery.

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