



The Role of Digital Leadership in The Digitalization Transformation of The East Java District Attorney's Office in Improving Public Services Through The "SI PANDU" Application

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Abstract

Sustainable development that affects all organizations brings a new transformation that prioritizes IT adaptability and effective services. The need for effective and practical life services is the primary need of the global community today. Therefore, digital leaders, in this case, play a critical role in creating a digital transformation strategy at the East Java High Prosecutor's Office in a visionary and targeted manner by creating an application called SI PANDU, which integrates the external and internal operations of the East Java High Prosecutor's Office which also improves the quality of public services. Based on this background, this study aims to review how digital leaders at the High Prosecutor's Office are able to encourage innovation in the emergence of the SI PANDU application as a form of action against the sixteenth SDG's point. This study uses a descriptive qualitative method with a literacy study approach to obtain in-depth results. From this study, the results were also obtained that digital leaders have three indicators mastered to create innovation, namely profoundly understanding people, digitalizing organization and driving and integrating tech trends. These three components exist in the East Java District Attorney's Office so that they can observe trends and follow their development to realise effective public services.

Keywords *Transformation, Sustainable Development Goals, Digitalization, Public Services*

INTRODUCTION

The dynamics of global life leads people to continue to develop themselves and adapt to the environment to survive and maintain their existence. With the existing dynamics, the concept of the Industrial Revolution era was established, which this year reached the Industrial Revolution Era 5.0 as a resolution of the Industrial Revolution 4.0. The concept of this industrial revolution states that people are beginning to interact with new technologies and seek to integrate technology into their lives. Therefore, to respond to this, the role of digital leaders is also needed; who able to bring organizations to be open to global technological expansion so that very rapid global dynamics do not erode the organization or agency they lead. In this case, digital leaders must have adequate human resource indicators to create transformation. Most importantly, a digital leader must be visionary and have an innovative strategy (de Araujo et al., 2021).

In accordance with the motto of the Prosecutor's Office of the Republic of Indonesia, in exercising its authority, all Prosecutor's Office officials must refer to the slogan *Tri Krama Adhyaksa*, consisting of *Satya*, *Adhi*, and *Wicaksana*. It is concluded that as part of the Prosecutor's Office of the Republic of Indonesia, they must honestly serve the community, be responsible for fellow human beings, and consistently exercise their powers and authority. Referring to the *Tri Krama Adhyaksa*, the High Prosecutor's Office began to move towards a digital transformation

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strategy by creating an Integrated Application System (SI PANDU) with the aim of cutting bureaucracy and creating excellent service. This application is also a form of innovation from the East Java High Prosecutor's Office to realize the transformation of agencies in the sixteenth point of the Sustainable Development Goals (SDGs) corridor.

The importance of digital leadership's role in organizational transformation strategies is also supported in the following studies: First, a study by [Li \(2020\)](#) researchers shows that three new approaches to digital transformation leadership have emerged in leading organizations. These are (1) innovation through experimentation, (2) radical transformation through continuous incremental change, and (3) providing dynamic and sustainable benefits through the development of a temporary profit portfolio.

Second, a study by [AlNuaimi et al. \(2022\)](#) provides an advanced understanding of the impact of transformational leadership and organizational flexibility on digital transformation and the role of digital strategy. The results of this study answer the critical question of how digital leadership styles can foster flexibility in public sector organizations and drive digital transformation within those organizations.

Third, a study by [Yusuf et al. \(2023\)](#) shows that digital leadership has a positive and significant effect on organizational performance, digital leadership has a positive and significant effect on digital transformation, and digital transformation has a positive and significant effect on organizational performance. Fourth, a study by [Mihardjo et al. \(2019\)](#) shows that digital leadership directly and indirectly influences customer experience orientation in the development of business model innovation.

Fifth, a study by [Erhan et al. \(2022\)](#) shows that employee perceptions of digital leadership have a positive and significant impact on all aspects of employees' innovative work behaviors. In addition, leaders with strong digital skills will be considered good by their employees, and employees will be more likely to adopt innovative behaviors if their leaders have digital competence.

Based on the five previous studies, it is understood that digital leadership and digital transformation studies have been carried out within the scope of industry or companies. From the five studies, it is also understood that digital leadership's effect on an organization's adaptability to digitalization has been seen in companies. Therefore, there is a research gap that researchers are trying to fill, namely about the scope of digitalization implementation and the impact it provides. In this study, the scope of digital leadership and digital transformation is focused on law enforcement institutions, namely the East Java High Prosecutor's Office. The researcher seeks to examine how digital leadership strategies can help the High Prosecutor's Office transform and adapt to digitalization.

LITERATURE REVIEW

Digital Leadership

[Fisk \(2003\)](#) states that digital leadership is visionary, a motivator of change, and able to incorporate the ideas of employees/subordinates in projects, as well as build broad relationships to form relationships or partnerships and other aspects of collaboration. [Zhu \(2014\)](#) defines the characteristics of digital leadership into five characters:

1. Thinking: having the ability to deal with market dynamics and competition.
2. Creative: Have a creative and innovative mindset when formulating and realising new ideas.
3. Visionary: has the ability to guide, provide direction, and act as an "orchestra" in carrying out digital transformation.
4. Curiosity: utilizing ecosystems that have VUCA (Volatility, Uncertainty, Complexity and

Ambiguity) factors. Leaders must have high motivation to learn.

5. Profound Leader: can lead in complicated and complex situations, relying on deep knowledge and understanding as an interpretation for decision-making.

Digital Transformation

Westerman et al. (2014) stated that digital transformation is a condition due to the combined effects of several digital innovations and technologies that present new structures, implementations, policies, and ideologies that change and bend existing rules in organizations, industries, and ecosystems. Digital transformation in practice is described by releasing the principles and values of business processes to create innovative new experiences for customers or society in order to create satisfaction and adaptation to technological developments. Technological transformation will move companies through AI implementation and make it a habit in the operations of organizations/companies.

Digital transformation has proven to be a driver of change in any context, especially in the context of business, and has an impact on all aspects of human life based on the use of technology and digitalization. Digital technology has transformed the public sector, affecting the implementation, processes, culture, structure, and responsibilities and obligations of officials (Tangi et al., 2021). Digital transformation is a change (or adaptation) of a business model resulting from the dynamics of technological advances and innovations that cause changes in consumer and societal behaviour (Kotarba, 2018).

SI PANDU Application

The Chairman of the East Java High Prosecutor's Office, Dr. Mia Amiati, S.H., M.H., CMA., CSLL, stated that there are conveniences presented to stakeholders, both regional governments (BUMD) and SOEs, as well as agencies that have interests with the High Prosecutor's Office through SI PANDU, which was launched on June 15, 2022. The applications included in SI PANDU are external and internal. External applications (which can be accessed by institutions in collaboration with the High Prosecutor's Office) include:

1. E-Datun is an application for the Civil and Administration Section, functioning as a collection of Jamdatun Library, listing Jamdatun karja books, Kejati, Kejari, and JPN.
2. Smart Pidum: An application that integrates the preparation of coordination and cooperation in handling general criminal cases, management and presentation of data and information, and preparation for the implementation of technical guidance for handling general criminal cases in their jurisdictions.
3. Sitabur: Application for the arrest of fugitives from the East Java High Prosecutor's Office

Meanwhile, applications that are internal (can be accessed only by internal members of the East Java High Prosecutor's Office) are as follows:

1. E-KGB: a tool to monitor KGB (Periodic Salary Increase) employees and facilitate the issuance of KGB notification letters so that there are no more KGB delays for all employees.
2. E-Pension: a container for sending pension proposal requirements, either Retirement Age Limit (BUP) pensions, widows, widowers, or children for all employees of the East Java District Attorney's Office.
3. E-Clearance: to provide facilities to all employees in the East Java District Attorney's Office area who want to recognize a Certificate of Personnel (SKK), both for the purpose of proposing promotions, education, training, and others. (IDC/S)
4. E-PAK: This application can be accessed by the District Attorney's Office to apply for a Credit Score Determination (PAK) for prosecutors serving in the jurisdiction of the East Java District Attorney's Office.

RESEARCH METHOD

Based on the research objectives, the author uses a descriptive qualitative research method with a literacy study approach. This approach focuses on the author's understanding, thinking, and perception of an actual/real phenomenon to investigate and understand the phenomenon. So that it is in accordance with the researcher's goal, which is to provide in-depth information about digital leadership at the East Java High Prosecutor's Office. The data collection procedure in this study includes literacy studies, which are carried out by collecting data through literature related to this research. The author provides a short, direct quote with the provision that it contains 40 words or more and the number of lines does not exceed three lines, starting with writing the author's last name, then the initials of the first name, ending with a period, and the year the quote was published.

The following process carries out the stages of data analysis in this study: first, identifying the formulation of the problem and the purpose of the research, with the intention of giving direction and limiting the research so that it runs systematically and in accordance with the initial objectives of the research. Second, conducting a literacy study related to the data needed in this study, in the form of data on profiles and organizational services in the previous year, along with the objects researched in the previous study. Third, the data must be interpreted in terms of current conditions. Fourth, draw conclusions as a whole and provide research limitations along with suggestions for future researchers who will develop this research.

FINDINGS AND DISCUSSION

The Role of Digital Leadership in the Formation of Digital Transformation Strategies

Leaders are a benchmark for the success of an agency or organization because the leadership style that is applied will automatically affect the leader's strategy to maintain the agency and organization in the dynamism of global development. In the context of digitalization, the succession of digital transformation in the organization can be achieved if the leader has skills and performance indicators that are compatible with the current digital conditions. There are three components of digital leadership that need to be considered as follows (Brett, 2019).

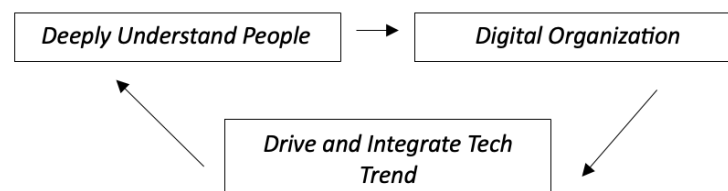


Figure 1. Digital Leadership Component (Brett, 2019)

Based on the concept of Brett (2019), it is known that in facing the VUCA era, digital leaders must be able to carry out the three components of leadership in the digital era, which can be described as follows: 1). Deeply Understand People, digital leaders must be able and willing to understand the needs and limitations of each member in developing adaptive and innovative attitudes. Digital leaders also provide motivation and direction to their members so that they can align their performance with the organization's goals in digital implementation, considering that motivation, direction, and support are emotional support, which is the basic need for the success of the organization's human resources (Sağbaşı & Erdoğan, 2022). In a digital organization, if digital leaders can meet the basic needs of the succession of digital transformation, then there will be trust and loyalty of employees and members to the leader, even if they are able to contribute more work than the actual job- description.

Referring to [Brett's \(2019\)](#), deeply understand people in digital leaders at the East Java High Prosecutor's Office, it is shown by a high curiosity about the community's needs for agencies. Digital leaders in the prosecutor's office try to understand what the public wants for legal services, so digital leaders use their way of thinking broadly and holistically in designing an innovation by considering the innovation's output and sustainability for the wider community. The Digital Organization in the digital leaders of the East Java High Prosecutor's Office emerged in the form of an effort to collaborate with all employees of the High Prosecutor's Office to be open to digitalization as a form of more advanced agency transformation, putting aside hierarchical discrimination by upholding justice and equality (*Satya Adhi Wicaksana*). Drive and Integrate Tech Trend, a digital leader at the High Prosecutor's Office, relies on knowledge and understanding as capital to develop creativity and innovation to create a visionary application, namely SI PANDU, so that this application can significantly solve the needs of the community and facilitate internal and external administration at the High Prosecutor's Office itself digitally.

Answering [Brett \(2019\)](#), the digital leader at the East Java High Prosecutor's Office, based on the statement of Dr. Mia Amiati, S.H., M.H., CMA (Head of the East Java High Prosecutor's Office), has been formed to fulfil the vision and mission of the High Prosecutor's Office, which is to create a professional and credible nature. Later, this digital leadership will be responsible for the implementation of digitalization at the East Java High Prosecutor's Office by creating public service applications, one of which is SI PANDU. The digital leader also created a virtual division to focus on the development of the SI PANDU application. Digital leaders also direct development teams to prioritize the use of mobile devices such as smartphones and tablet computers that give employees access to HR applications and other work-related information at anytime and anywhere. Then, to support SI PANDU, digital leaders also apply cloud computing, which is a computing system that provides information technology infrastructure through a network in a self-service model that can be modified according to the demands and needs of agencies.

SI PANDU as a Form of Digital Transformation Strategy

The procurement of the SI PANDU application can be said to be a transformation strategy carried out by leaders. In the context of strategy management, to create a transformation, the strategy needs to be formed maturely because the function of strategy is as a tool to achieve organizational change goals. In the context of digital transformation, the SI PANDU application can be used sustainably, not only in urgent situations and conditions, for example, during a pandemic. Because SI PANDU has been proven to provide easy, safe, and fast services, when it is found that the intensity of using this application has actually decreased after the pandemic and the public chooses to visit the prosecutor's office directly, the task of the members of the High Prosecutor's Office is to socialize the benefits of using this application to the public so that maximum reciprocity is created.

In the process, resources are the most important source of strategic change; without adequate resources, organizations have limited opportunities to generate, test, and complete new ideas ([Wiedner et al., 2020](#)), so the readiness and maturity of leaders and members are aspects that support the implementation of change. Resources, as the originator of the SI PANDU application procurement innovation, also determine how and when a certain action taken as part of a strategic change initiative can contribute to the use of resources. However, remember that this use can trigger dynamics that facilitate or inhibit the emergence of change from time to time.

CONCLUSIONS

The role of digital leadership in the East Java High Prosecutor's Office can be seen from the development of the SI PANDU application. Digital leaders in the face of digitalization have also adapted and built strategies to continue to develop digitalization in agencies that are able to

support the effectiveness of agency performance. The SI PANDU application needs to be socialized to the public as a form of digital transformation by the prosecutor's office. This application also provides ease of service to the community for a long period. Digital leadership that spearheads Digital Transformation is also a new direction for the Prosecutor's Office to realize the sixteenth SDG's point, namely peace, justice and resilient institutions. Digital leadership also needs to be maximized in other agencies and companies that are engaged outside the scope of the juridical because digitalization is currently the basic need of an institution to be able to continue to survive in the increasingly dynamic and sophisticated global era.

LIMITATION & FURTHER RESEARCH

This research cannot be separated from various shortcomings, one of which is the field of study or the scope of research carried out at the East Java High Prosecutor's Office. Therefore, researchers can then develop studies on similar topics in other professional fields because studies related to digital leadership from all professional perspectives need to be held as a reference for leaders in agencies and companies to continue developing digital leaders' competencies for the sustainability of their agencies and companies. The data collection used was a previous literacy study so the next researcher can develop other approaches or techniques.

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