

Digital Leadership: Comparative Study of Ridwan Kamil and Wahidin Halim in Government Digitalization

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Abstract

This research will photograph how digital leadership is carried out by regional heads in two provinces, namely the Governor of West Java, Ridwan Kamil, and the Governor of Banten, Wahidin Halim. These two figures will be compared from the perspective of digital leadership in administering government in their respective regions. This research will also photograph the achievements of each region in implementing electronic-based government. It is hoped that this research will be able to provide an overview of how digital leadership capabilities have a big impact on the implementation of government digitalization in the regional government organizations they lead. This research uses a qualitative method with a case study approach. The research results illustrate that the two former governors have similarities. Every leader has a vital role and real contribution in encouraging the digitalization of government with the digital resources and capabilities they have. The various appreciations received by both individuals and regional government organizations are clear evidence that their performance in driving digital transformation is recognized by many people as leaders who have good digital abilities and competencies.

Keywords: Leadership, Digital Leadership, Banten Province, West Java Province

Abstrak

Riset ini akan memotret bagaimana kepemimpinan digital yang dilakukan oleh kepala daerah di dua Provinsi yaitu Gubernur Jawa Barat yaitu Ridwan Kamil dengan Gubernur Banten yaitu Wahidin Halim. Kedua tokoh ini akan dikomparasi dari sudut pandang kepemimpinan digital dalam penyelenggaraan pemerintahan di daerah masing-masing. Riset ini juga akan memotret pencapaian daerah masing-masing dalam menyelenggarakan pemerintahan berbasis elektronik. Diharapkan riset ini mampu memberikan gambaran tentang bagaimana kemampuan kepemimpinan digital sangat berdampak pada penyelenggaraan digitalisasi pemerintahan pada organisasi pemerintahan daerah yang dipimpin. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus. Hasil penelitian menggambarkan bahwa kedua Mantan Gubernur terdapat persamaan. Setiap pemimpin memiliki peran yang vital dan kontribusi yang nyata dalam mendorong terselenggaranya digitalisasi pemerintahan dengan sumber daya dan kemampuan digital yang dimiliki. Berbagai apresiasi yang didapatkan yang diterima baik individu maupun organisasi pemerintahan daerah menjadi salah satu bukti nyata bahwa kinerja keduanya dalam mendorong transformasi digital diakui oleh banyak masyarakat sebagai pemimpin yang memiliki kemampuan dan kompetensi digital yang baik.

Kata kunci: Kepemimpinan, Kepemimpinan Digital, Provinsi Banten, Provinsi Jawa Barat

Introduction

The development of technology and information demands changes in various aspects of social life. One aspect that is developing rapidly is in government administration. The rapid development of technology accompanied by the Covid-19 pandemic has encouraged government administration to adapt more quickly to government digitalization. The use of technology in government is one aspect that is valued by the public, especially after the implementation of an Electronic-Based Government System. The spirit of accountability and transparency also encourages the government to create a form of public service that is more quality and inclusive, making it easier for the public to reach and receive public services better. Apart from that, community participation in government administration is currently considered very important as one of the pillars of creating good governance (Hoerudin, 2020)

In encouraging the implementation of targeted and well-implemented government digitalization, leadership is needed that is able to encourage government organizations to be able to adapt and utilize technology in administering government. The role of the leader is very central in the development of the organization because the leader is tasked with mobilizing the members within it to work together and carry out the process of achieving the organization's goals. Leaders are the first people responsible for an organization because leaders are also considered to have a strong influence in influencing organizational members. In encouraging the implementation of targeted and well-implemented government digitalization, leadership is needed that is able to encourage government organizations to be able to adapt and utilize technology in administering government. The role of the leader is very central in the development of the organization because the leader is tasked with mobilizing the members within it to work together and carry out the process of achieving the organization's goals. Leaders are the first people responsible for an organization because leaders are also considered to have a strong influence in influencing organizational members (Oktaviani et al., 2021).

One of the abilities that a leader must have in today's digital era is digital leadership abilities. Digital leadership is interpreted as a combination of applying a leadership style with the ability to utilize technology and information in running an organization. In government leadership, of course digital leadership is very important in order to encourage the government organization being led to be able to carry out its duties and authority with the concept of government digitalization (Hartati et al., 2023).

This research will photograph how digital leadership is carried out by regional heads in two provinces, namely the Governor of West Java, Ridwan Kamil, and the Governor of Banten, Wahidin Halim. These figures were chosen because they were considered to represent each generation of leadership. Ridwan Kamil is considered by the public as one of the millennial leaders who is able to carry out digitalization of government, while Wahidin Halim is considered as one of the leaders who is trying to

adapt to digital leadership. These two figures will be compared from the perspective of digital leadership in administering government in their respective regions. This research will also photograph the achievements of each region in implementing electronic-based government. It is hoped that this research will be able to provide an overview of how digital leadership capabilities have a big impact on the implementation of government digitalization in the regional government organizations they lead.

Digital Leadership

In simple terms, digital leadership can be interpreted as the ability of an organizational leader to adapt and utilize technology to achieve digital transformation in the organization (Hartati et al., 2023). Leadership is the ability to guide an organization to achieve its goals through the development of sustainable resource excellence. Digital leadership is a combination of digital competence with the digital culture possessed by a leader in developing an organization (Tulungen et al., 2022).

Digital leadership is an application of expressing leadership that focuses on transformation and utilization of digital space in an organization. This form of digital leadership has the opportunity to encourage a fast and adaptive digitalization process in the organization's culture and work environment. Digital leadership is one of the main abilities for leaders to accelerate the organizational direction process in driving digital transformation (Lubis et al., 2022). Digital leadership prioritizes the ability to inspire its members to continue making useful changes and maintaining ideas that are still relevant in achieving organizational goals (Cahyarini, 2021)

Digital leadership is a contemporary approach in running an organization by utilizing technology and information supported by adequate digital infrastructure. Digital leadership does not only include digital action which involves utilizing digital technology in carrying out the main tasks and functions of each individual in the organization. It will also continue to prioritize strategic thinking in strengthening organizational culture which has an orientation towards achieving superior organizational achievement with the use of technology. Digital leadership also requires flexibility from leaders to support their members to continue to contribute in the form of creative innovations towards transformation digital (Saputra et al., 2022).

Digital leadership can be interpreted as an art form for implementing development within an organization through the use of technology to provide innovation and change that is good for all parties. Success in digital leadership can be achieved by implementing three aspects, namely: (1) deeply understanding people, where this ability looks at how a leader is able to understand other people, both members of the organization and society, in more depth; (2) digital organization, when the leader succeeds in combining all the resources he has so that it has an impact on the progress and development of the organization. Apart from that, leaders must also use digital data as a reference in decision making within the organization; (3) drive and integrate tech trends, namely when leaders identify emerging technological trends and then use them as references in developing future organizational strategies (Brett, 2019).

Methods

This research uses a qualitative method where this method photographs social phenomena and symptoms which can then be identified by researchers to get a real and in-depth picture of an object being studied. This research also uses a case study approach where this approach examines a case in a focused and specific manner in a real context on the object studied, in this case the digital leadership of Ridwan Kamil in West Java Province and Wahidin Halim in Banten Province. The data collection process was carried out by observation, literature study and documentation study. Observations were carried out by observing digital leadership which was carried out by looking at and trying various government digitalization products available in carrying out public services to the community. A literature study was carried out by using scientific journals and articles as one of the relevant references in this research. Meanwhile, documentation studies are carried out by using secondary sources, one of which is documents available in the digital space, as a source of data used to strengthen the researcher's analysis in this research (Creswell, 2015).

Result and Discussion

Several strategic public policies issued during Ridwan Kamil's administration include West Java Province Regional Regulation Number 4 of 2021 concerning the Implementation of Communication and Informatics, Statistics and Coding. This policy regulates the implementation of electronic-based government as a guideline for implementing government digitalization, especially those related to public services to the community. Meanwhile, at the level of Governor's Regulations, Ridwan Kamil issued West Java Governor's Regulation Number 86 of 2019 concerning the Management of Electronic-Based Government Systems and West Java Governor's Regulation Number 13 of 2020 concerning the Electronic-Based Government System Master Plan of the West Answers Provincial Government for 2019-2023. The issuance of these various regulations is very strategic in order to encourage the implementation of digital transformation within the West Java Province government.

Meanwhile, in the implementation of government transformation and digitalization, West Java Province has issued several management information systems and various applications intended for electronic-based government governance and the provision of public services to the community. Several information systems that have received appreciation from various parties include the PIKOBAR application when dealing with the Covid-19 pandemic. In response to the Covid-19 pandemic that occurred in 2020, the West Java Provincial Government also issued the West Java Covid-19 Information and Coordination Center (PIKOBAR) application. This Pikobar application is a digital innovation that was implemented in order to provide reliable and accurate information about Covid-19 so that the amount of false news that is disturbing the public can be immediately countered with this PIKOBAR application. Through PIKOBAR, making West Java Province a leading province in providing centralized information directly and of course up to date (Halim et al., 2021).

Another information system that has received a lot of public appreciation and made things easier for the public is implementing the Jabar Digital Service (JDS). The

West Java Digital Service is proof that the West Java Provincial Government is encouraging digital transformation towards a digital government. One of the JDS programs is a digital village which was created to improve the economy of residents by maximizing the potential of the village in collaboration with various partners (Setyasih, 2022). Meanwhile, for the orderly implementation of correspondence and archival administration, West Java Province created the West Java Electronic Document Information System (SIDEBAR). The implementation of SIDEBAR was widely appreciated because ultimately all archive distribution was in line with applicable regulations through collaboration between the West Java Library and Culture Service and the West Java Regional Library and Archives Department in managing the archive system, especially in the distribution of external archives (Akbar & Sujana, 2023).

Several information systems that have been implemented have been appreciated by many parties. Several awards and recognitions were received by the West Java Provincial Government. As Regional Head of West Java Province, Ridwan Kamil received several individual awards for his role and contribution in government digitalization. The first award he received individually was in 2019, Ridwan Kamil received a fairly prestigious international award, namely the GovInsider Innovation Awards. This award was given at the United Nations (UN) Asia Pacific Office in Thailand. Ridwan Kamil is considered one of the Inspirational Leaders in the Asia Pacific region. Another award received at the individual level was when Ridwan Kamil was awarded as Top Leader on Digital Implementation in 2022 at the Top Digital Awards event which at that time had the theme "The Strategic Impact of Digital Transformation in Business and Government.

Meanwhile, at the Regional Government level, Banten Province also received various awards. Awards recently received include Top Digital Implementation 2022 at the Top Digital Awards event. Then in 2023 he received several other awards. The first award in 2023 is the Indonesian Regional Government Appreciation in the Integrated Digital Transformation category given by B-Universe. This award was won because the West Java Provincial Government was considered successful in building one-stop public service information that was effectively integrated on the Jabarprov.go.id portal. The success in winning this award is because jabarprov.go.id has several features that are able to provide various information including integrated services to the community. The superior feature in question is West Java News, which in its implementation provides various news about government, economy, infrastructure, health and technology. The second feature is public service information which provides broad opportunities and access for the public to obtain information related to various public services. The third feature is the Profile of the West Java Provincial Government as a platform that provides information, data and facts related to government administration. Meanwhile, the fourth feature is the West Java Public Dashboard which visualizes strategic data for West Java Province which is very easily accessible and accessible to the public without going through long and complicated bureaucratic processes. Another award in 2023 is being named as the top five technical implementing units for managing digital services, which can finally be implemented with the implementation of the West Java Digital Service (JDS). This award was held in Taiwan at the Go Smart Award Taipei, 2023.

Meanwhile in Banten Province, Wahidin Halim also carried out several optimal works in encouraging government transformation. Several policies that encourage government digitalization include the issuance of Banten Governor Regulation Number 67 of 2017 which regulates the Banten Provincial Government's Information and Communication Technology Master Plan. Then in 2018, Wahidin Halim also issued Governor Regulation Number 7 of 2018 concerning Electronic System Management within the Banten Provincial Government. This governor's regulation covers Information and Communication Technology infrastructure, data and information, data centers and disaster recovery, human resources, and employee development. This policy also serves as a guideline in encouraging the creation of an accountable and transparent government through the use of technology and information in implementing government governance. Another policy that attracted quite a lot of attention was when Wahidin Halim issued Governor's Decree Number 970/Kep.81-Huk/2021 concerning the Formation of a Team for the Acceleration and Expansion of Regional Digitalization in Banten Province. Furthermore, in the same year in 2021, Wahidin Halim also issued Governor Regulation Number 19 of 2021 which regulates the Implementation of Electronic-Based Government Systems. These various policies are considered very strategic and serve as guidelines for implementing electronic-based government systems.

In its implementation, the Banten Provincial government issued various management information systems and applications to encourage the implementation of government digitalization. One that is widely appreciated is Jawara e-Gov. This platform provides access to information about the implementation and governance of government in Banten Province, including public services to the wider community. In administering government, in Jawara e-Gov there are applications of the Planning, Budgeting and Reporting Management Information System (e-SIMRAL), the Government Apparatus Performance System (SIKAP), and e-grants. For health services to the community at Jawara e-Gov there is a Health Service (Yankes) and for the education sector there is an application that contains the implementation of online New Student Admissions (PPDB) for High School and Vocational High School levels whose authority is under the Banten Provincial Government (Setyoko et al., 2021).

Another application is SIPEKA which is an abbreviation for Open Electronic Licensing Service System which is based on Android and Website. SIPEKA encourages the integration of various types of licensing services in Banten Province. Through SIPEKA, the public can directly get services from the government, such as applying for business permits online and downloading permit documents that have been issued and signed electronically by the Electronic Certificate Center, which can be done directly without having to come to the government office.

During Wahidin Halim's leadership, the Banten Provincial Government has received several awards from various parties who assess the government's performance in using technology to improve the quality of government administration as very good. The first award was received in 2019 from the Ministry of Home Affairs of the Republic of Indonesia which was given at the socialization event for Minister of Home Affairs Regulation Number 70 of 2019 which regulates Regional Government Information Systems. The next award was obtained from the Ministry of Communication and

Information of the Republic of Indonesia. Still in the same year, in 2019, the Banten Provincial Government received an appreciation for the e-Government Award. Not much different from the previous award received, this appreciation was also given because the Banten Provincial Government was deemed to have been able to utilize technology and information in administering government which supports the implementation of an Electronic Based Government System.

Conclusion

After analyzing the two former governors, the researchers concluded that there were similarities between the two. Every leader has a vital role and real contribution in encouraging the digitalization of government with the digital resources and capabilities they have. The various appreciations received by both individuals and regional government organizations are clear evidence that their performance in driving digital transformation is recognized by many people as leaders who have good digital abilities and competencies.

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