

THE ROLE OF LEADERSHIP IN HUMAN RESOURCES MANAGEMENT IN THE DIGITAL GOVERNMENT ERA



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Abstract

In today's digital era, skilled leadership plays a crucial role in the utilization of information technology. This is in line with the role of human resource management in organizing government operations and public services to run efficiently, especially in the era of digital government. This qualitative study with content analysis reveals the role of leadership in human resource management applied in digital government. The findings of this research are as follows: first, leadership acts as a counselor for government digitalization; second, it serves as an instructor in implementing digital-based public services; third, leaders lead meetings and make decisions using digital technology; and fourth, leadership plays a role in delegating authority using technology and information.

Keywords: Leadership, Human Resources Management, Government Digitization

INTRODUCTION

The terminology of the Fourth Industrial Revolution was first introduced in Germany at the Hannover Fair on April 4-8, 2011, which marked the upgrading of the industrial sector to the next level (KOMINFO, 2019). Industry 4.0 is characterized by a strong integration between the digital world and the public sector. The Fourth Industrial Revolution is a digital era where all machines are connected through the internet or networks. This innovation brings significant changes to society.

In the current digital era, leaders who are skilled in utilizing information technology, communication, computers, and the internet are highly needed. Leaders who are not adaptive and lack skills in operating information technology equipment will be left behind by the community, especially the millennial generation, because they are not in line with the needs of the current era. It is necessary to have leaders who have a vision of information technology, are social media-friendly, and are capable of interacting freely and openly in the virtual world to engage with netizens (Subagyo, 2019).

Human resource management plays a crucial role in developing techniques for individuals to work together effectively in carrying out organizational activities to achieve their goals. The primary role of human resource management is to manage human elements and their potential effect, enabling organizations to select qualified employees to join and work within them (Wildanu, 2019).

Improving organizational performance is essential, and human resources are the most valuable asset for an organization as they provide labor, talent, creativity, and motivation to the organization. Therefore, difficulties in human resources can become a major problem within an organization. Consequently, there is a need for human resources with the capacity to plan and implement program activities. This capacity is determined by work capability, competence, and productivity (Khan, 2021). The main issue addressed in this research is how leadership plays a role in human resources management in the era of digital government.

REVIEW OF LITERATURE

Leadership

According to Siagian, leadership is the ability of an individual to influence others, especially subordinates, so that they are willing to carry out the leader's will even if it does not always align with their desires. Meanwhile, Blanchard and Hersey state that leadership is a process of influencing individuals and groups to achieve specific goals in specific situations (Sutrisno, 2016). Factors that also influence leadership, according to Hersey & Blanchard (Rodić & Marić, 2021), are employee readiness, which can determine leadership style and effectiveness, or in other words, employee maturity and readiness.

Human Resource Management

According to Nawawi, there are three definitions of Human Resources: first, Human Resources refers to individuals who work within an organization and can also be referred to as personnel, workforce, employees, or staff. Second, Human Resources refers to the human potential that drives an organization to achieve its goals. Third, Human Resources are potential assets for a business organization and serve as non-material or non-financial capital that can be manifested in the form of physical or non-physical potential to realize the organization's existence (Marnis, 2008).

To achieve optimal productivity, organizations must ensure that they select employees who are suitable for the offered jobs and provide a supportive work environment for them to work effectively (Gorda, 2004).

To create human resources capable of performing their tasks well, a leader with skills in managing human resources is needed. According to Sedarmayanti, every leader responsible for human resources must consider the influence of external factors such as law, politics, economy, society, culture, and technology when carrying out their duties. The tasks of leadership in human resource management include being a counselor, instructor, meeting leader, decision-maker, and authority delegator (Sedarmayanti, 2016).

Digital Government

Digital Government is a modernization step in public services by utilizing digital technology and integrating it into the public sector to provide convenience for the government in serving the public and enhance the participation and collaboration of the

public in creating public services that meet their needs. In addition, Indonesia has regulations on e-government through Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System/ Presiden Nomor 95 Tahun 2018 tentang Sistem Pemerintahan Berbasis Elektronik (SPBE), which serves as a reference for all government agencies in the development of Digital Government in Indonesia. The Ministry of Communication and Informatics has also issued Ministerial Regulation Number 4 of 2016 concerning the Information Security Management System/ Peraturan Menteri Komunikasi dan Informatika Nomor 4 Tahun 2016 tentang Sistem Manajemen Pengamanan Informasi (SMPI) that adopts the SNI/ISO 27001:2013 standard, which can be used in the Digital Government strategy to enhance public trust in the provided public services (Bappenas, 2018).

RESEARCH METHOD

This qualitative descriptive study was conducted using a literature review approach. A literature review is a method of gathering information and data from various sources such as books, journals, and others that can be found in the library (Mardalis, 2006). According to Nazir (Nazir, 1988), a literature review is a data collection technique that involves examining various written works, literature, notes, and other relevant sources related to the research.

Zed added that in addition to written works, non-print materials such as audio recordings, videos, and other electronic materials can also be used as data sources in a literature review. However, not all types of non-print works can be used in collecting research data. Therefore, both print and non-print data must be carefully selected and sorted (Zed, 2008).

The data sources in this study are related to the research objectives and problems (Bungin, 2017). To analyze the data, the content analysis method is used by sorting and categorizing the data that are relevant to the research objectives and problems. Additionally, this research also utilizes several methods such as deduction, induction, and comparison in its discussions (Hadi, 1993).

RESULTS AND DISCUSSION

Leadership is a key factor in human resource management in the era of government digitalization. With the advancement of technology, leaders need to develop more adaptive, flexible, and innovative leadership skills to ensure the success of organizations in a constantly changing environment. This study will further discuss the important role of leadership in human resource management in the era of government digitalization and how leadership excellence can have a positive impact on organizations.

The Role of Leadership as a Government Digitalization Counselor

In the era of digitalization, governments worldwide are shifting towards information and communication technology to enhance the efficiency and effectiveness of public services. However, the transition to digital technology is not always easy and requires support from leaders who can serve as counselors in managing such changes.

The role of leadership in government digitalization is crucial, especially in being counselors to their team members. Effective leadership can provide clear guidance and direction on how to leverage technology optimally to improve the quality of public services.

As a government digitalization counselor, a leader should be able to understand and apply technology correctly, ensuring that it aligns with the organization's needs and goals. Additionally, leaders must anticipate the impact of technology use on employees and the public, and develop strategies to address any potential issues.

Leaders who can serve as government digitalization counselors should possess the ability to motivate and lead their teams in facing challenges and change. They should have a deep understanding of governance, information, and technology, as well as the capacity to adapt to change while maintaining the organization's vision and mission.

Furthermore, leaders should foster collaboration and cooperation among team members and other stakeholders. This can expedite the digitalization process and ensure that the use of technology yields the desired outcomes.

In the context of government, effective leadership in digitalization can enhance the quality of public services and expedite administrative processes. The use of technology can also minimize bureaucracy and improve transparency, accountability, and public participation.

However, the transition to digital technology is not without challenges. Such changes require strong support from all parties, particularly from leaders who can act as counselors and ensure a smooth and successful implementation of the changes.

The Role of Leadership as an Instructor in Implementing Digital-Based Public Services

In the current digital era, governments can no longer overlook the use of technology in delivering public services. However, utilizing technology in public service goes beyond having the right devices and applications; it also requires the ability and skills to use them. This is where the role of leadership as an instructor becomes crucial in ensuring the success of digital-based public service implementation.

As an instructor, a leader should be capable of providing effective training and learning opportunities to employees regarding the use of technology and applications relevant to public service. By offering appropriate training, employees can develop the necessary skills and knowledge to operate technology effectively and efficiently.

In addition to providing training, a leader should ensure that employees have sufficient access to the technology and applications needed to carry out their tasks. This can be achieved by ensuring that the appropriate devices and applications are available and installed across departments involved in public service.

Moreover, a leader must ensure that employees receive adequate support in using the technology and applications. Leaders should be readily available to provide assistance and support to employees in utilizing the technology and applications. This includes giving clear guidance and advice and assisting in resolving any issues or difficulties that may arise during technology usage.

The role of leadership as an instructor is not limited to providing training and support in technology and application usage. A leader should also ensure that employees have a good understanding of the organization's goals and mission, as well as how technology can be used to achieve those objectives.

In this regard, a leader should ensure that employees have access to sufficient information about the organization's goals and mission, as well as how technology can be utilized to support those goals. Leaders should provide clear and easily understood guidance on how technology can be used to bolster the organization's objectives.

By fulfilling the role of leadership as an effective instructor, governments can enhance the skills and knowledge of their employees regarding technology and applications. This not only improves the effectiveness and efficiency of digital-based public service delivery but also enhances public satisfaction with the services provided.

In the evolving era of government digitalization, the role of leadership as an instructor in implementing digital-based public services is crucial to ensuring success and effectiveness in service delivery.

Moreover, a leader should be capable of acting as an instructor in delivering digital-based public services. In the era of government digitalization, public services are not solely carried out manually but also through digital technology. Therefore, it requires leaders who possess the ability to lead and guide staff in utilizing digital technology to deliver better services to the public.

An effective leader as an instructor should understand the technology being used and be able to provide training to staff on its usage. Additionally, they should ensure that staff comprehend the objectives of utilizing digital technology in public service and are capable of applying it effectively. A leader must guide staff to use digital technology efficiently and effectively to deliver better and more satisfactory public services.

Furthermore, a leader as an instructor should also motivate staff to develop themselves and enhance their skills in using digital technology. By providing appropriate training and support, a leader can assist their staff in becoming more skilled and competent in utilizing digital technology. This can also help improve staff performance in delivering better public services.

In fulfilling their role as an instructor, a leader must ensure that all staff members understand and adhere to established procedures for digital-based public services. The leader should provide clear directions and guidelines on the use of digital technology for public service and ensure that staff understands and comply with relevant rules and regulations.

The Role of Leadership in Leading Meetings and Making Decisions Using Digital Technology

In this regard, leadership plays a crucial role in ensuring that the use of digital technology in meetings and decision-making is conducted effectively and efficiently. As a

leader, the main task is to lead meetings and make decisions that are appropriate and positively impact the organization. In the digital era, this task becomes more complex as it requires consideration of the technical aspects involved. Therefore, leaders must have a good understanding of digital technology and the ability to utilize it appropriately.

In leading meetings using digital technology, leaders must ensure that all meeting participants have sufficient access and a reliable connection to the meeting platform being used. Additionally, leaders should also ensure that all participants have a good understanding of how to use the platform so that the meeting can proceed smoothly.

The ability to make sound decisions also plays a crucial role for a leader in the digital era. In making decisions using digital technology, leaders must ensure that all necessary data and information are available and accurate. Leaders should also be able to analyze the data and information accurately so that decisions are based on valid data.

Furthermore, leaders should possess the ability to lead discussions and communicate clearly and effectively in digitally conducted meetings. This helps ensure that all meeting participants can understand and engage in the decision-making process.

In the context of decision-making using digital technology, it is important to consider aspects of data security and privacy. Leaders must ensure that all data used in the decision-making process is safeguarded and not misused. Therefore, leaders should have a good understanding of data security and privacy aspects.

In this regard, leaders should be able to set an example for their subordinates in utilizing digital technology appropriately and effectively. Leaders should also ensure that all subordinates have a sufficient understanding of the digital technology used in the meeting and decision-making process.

The Role of Leadership in Delegating Authority Using Technology and Information

In the current digital era, the task of managing human resources in the workplace has become increasingly complex. Therefore, it requires leaders who can adapt to the evolving technology and information. One important role of leadership in human resource management is in delegating authority using technology and information.

Delegating authority is the process in which a leader assigns responsibilities or decision-making power to subordinates. In the context of government digitalization,

appropriate delegation of authority can help improve the efficiency and effectiveness of an organization's performance.

A leader who can delegate authority properly will have a positive impact on organizational performance and human resource productivity. Those who receive assigned tasks and responsibilities will feel more valued and trusted. Conversely, a leader who cannot delegate authority properly will result in an excessive workload for the leader and also decrease the overall team performance.

In the digital era, delegating authority can be done using technology and information. For example, the use of project management applications can help efficiently and effectively delegate tasks and responsibilities. By utilizing such technology, leaders can track projects in real time and allocate tasks to team members according to their abilities and expertise.

However, when delegating authority using technology and information, leaders must still consider the human factor. In addition to effectively allocating tasks, leaders should also pay attention to the well-being and career development of team members. This can be done by providing opportunities and room for team members to learn and grow in their areas of interest.

In the context of government digitalization, proper delegation of authority can also help prevent corruption and abuse of power. For example, the use of internal control systems can monitor the actions or decisions made by subordinates. Thus, leaders can ensure that every action and decision made by subordinates is based on established policies and procedures.

CONCLUSION

Based on the description above, the following conclusions can be drawn from this research: Creating a quality workforce in carrying out tasks, requires a leader who can manage human resources. Every leader who has responsibilities for human resources must consider the influence of external factors such as law, politics, economy, society, and culture, especially the role of information technology in supporting government digitalization. In carrying out their activities, leadership plays a crucial role in human resource management as a counselor, instructor, meeting leader, decision-maker, and delegator.

A leader who can act as a counselor in government digitalization plays a vital role in improving the quality of public services and accelerating administrative processes. They must be able to understand and apply technology correctly, motivate and lead their team, and build cooperation with other stakeholders. The support of effective leaders in digitalization can assist the government in achieving its goals and enhancing well-being.

The role of leadership as an instructor is crucial in implementing digital-based public services. A good leader should have the ability to understand the digital technology used and provide proper training and support to staff in its utilization. Additionally, a leader should motivate staff to enhance their skills in using digital technology and ensure that they comply with applicable rules and regulations. By fulfilling this role effectively, a leader can help improve staff performance in delivering better and more satisfactory public services to the community.

The role of leadership in leading meetings and making decisions using digital technology is crucial in the current digital era. As a leader, the ability to effectively manage the use of digital technology, lead meetings effectively, and make appropriate decisions is required. Thus, the use of digital technology can provide significant benefits to organizations in achieving their goals more effectively and efficiently.

Delegating authority is an essential role of leadership in human resource management in the era of government digitalization. The use of technology and information can help leaders delegate tasks and responsibilities efficiently and effectively.

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