

## Research.

# Implementation of Digital *Leadership* in Development Digital Competence in Public Services

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**ABSTRACT.** *In today's digital age, organization leaders must develop their leadership capacity according to the needs and demands of the community, especially in public services. This research aims to analyse the implementation of digital leadership which is expected to be one of the keys in the development of digital competencies of public services Radio Frequency Spectrum License at the Directorate of Spectrum Licensing, Directorate General of Resources Management and Equipment of Posts and Informatics/ Ditjen SDPPI. The research method used is case study, with research data collection techniques using literature studies derived from documents, reports, books, scientific journals relevant to this research. Analysis techniques used are data analysis techniques and SWOT analysis. The results explain that with implementing digital leadership, encourage the maximum utilization of information technology, thereby resulting in a meaningful improvement of digital-based public services, which is reflected in various achievements. Although all indicators have satisfied service users, there is still hope of better service improvement in certain areas. Therefore, this Service Unit must respond by improving its public services in the future with the development of digital competencies of service officers in accordance with the standards of position competency in a planned, orderly and measurable.*

**Keywords:** *Digital leadership, Digital Competency Development, Public Service*

## BACKGROUND

Since the beginning, the government's attitude has carried the need for digitalization. President Jokowi in the presentation of the government program said that Indonesia needs a "Dilan" government. The dilan in question is short for 'Digital Serve', which is the reform of public services via electronics. In addition, sharpening and simplification are also needed institutional as well as improving the quality of human resources apparatus and governance reform. The name of service is not only serving, but speed is very necessary so that reforms in the field of service through electronic-based services are a necessity.

The government always strives for a clean bureaucracy supported by an efficient and effective governance process for quality human resources (HR) apparatus. The big challenge facing bureaucracies is how they are able to carry out activities efficiently and effectively (Cordella & Tempini, 2015). The quality of public services is one of the sorotan directed at the government bureaucracy with the frequent appearance of news hashtags highlighting government public services. For example, in a publication by Researchgate with the title *Managing Business Licensing in Indonesia: Easy or Difficult?* at the ASEAN level,

Indonesia's ease of doing business competitiveness is still lagging behind (Indonesia Ranked Fifth Lowest in Asean, 2019).

This study discusses radio frequency spectrum licensing services with hundreds of thousands of users. Based on Law Number 36 of 1999 concerning Telecommunications, the use of radio frequency spectrum and satellite orbits must obtain permission from the government with due regard to the protection of state interests and security. Therefore, digital leaders are willing and able to communicate in new ways, channels, and tools with a greater emphasis on how to think critically, communicatively, and collaboratively in an integrated manner. As expert opinion suggests, digital advances have shaped the concept of new-style leadership that can bring different generations to work together (Narbona, 2016).

Previous studies have examined organizational leaders in an era of disruption who must find methods to always develop their leadership capacity (Hoerudin, 2020). Leadership in the digital era focuses on leadership patterns that carry out many policy innovations, leaders who are dynamic and able to take advantage of their position in leading to make changes, carry out technology-based innovations and improve the quality and competence of their members to achieve organizational goals by means of effective communication, collaboration, and strong coordination.

Based on the background of these problems, kajian in this study focused on various issues, namely 1) the licensing process that was stalled due to lack of understanding of requirements and procedures by officers; 2) management has not fully *upgraded* the system, 3) there is no regulation of the timing of the service outside working hours, 4) there is no *tracking* of complaint resolution, 5) the *roadmap* for developing HR competencies is not yet available. The purpose of this study is to bring readers to get a real picture of the implementation of digital leadership by making maximum use of information technology with the improvement of digital-based public services so as to produce various achievements and be able to meet the expectations of the satisfaction of the people they serve.

## **THEORETICAL/CONCEPTUAL FOUNDATIONS**

### **a) Public Service**

The Government of Indonesia has completed several regulations related to public services, namely Law Number 25 of 2009 concerning Public Services which regulates the principles of public services carried out by the government or corporations that are effective and can strengthen democracy and human rights. Furthermore, the Law is described in Government Regulation Number 96 of 2012 concerning the Implementation of Law Number 25 of 2009. At this time, people increasingly want the public services they receive on time, cheap, transparent and accountable because people are getting smarter and with the advancement of digital technology, it is easier for people to obtain information.

In service improvement to the public there are usually various obstacles, for example, motivation, openness of service, and work ethic of employees (Dronamraju, 2018). Public concern for public services is the participation and control of the community at the quality of public services. The public's demand for fast, transparent, and accountable public services makes it necessary for the government to continue to strive to improve the quality of its services. Various government efforts in terms of public services *anta ra* other public services radio frequency spectrum licensing need to be supported by the digitization process related to 1) systems, 2) infrastructure, 3) business processes, 4) institutional, and

5) development of HR competencies. In addition to this, the implementation of digital leadership is a necessity that must be realized.

b) Digitization, Digitalization, and Digital Transformation

The digitization process starts from digitization. *Digitization (digitizing)* in English is a terminology used in explaining the process of converting from print, video and audio forms to digital forms. In the process, digitization requires time, energy, costs, and requires experts to master the technique, while the digitalization process is the process of the cell after digitization. Today's digital applications have changed almost all sectors by presenting new business models, introducing innovative products and services, and ultimately changing the way countries around the world are utilizing digital technology in all sectors. It needs appropriate policies and regulations (Guemazi, Boutheina & Bogdan-Martin, Doreen (2020)

According to Ismail (2020), Indonesia is currently at the digitization stage by utilizing information technology and communication with business processes in profiting from digitized content. Institutions have now implemented digitalization, for example, online official manuscripts, learning *management systems* (LMS), *online / distance learning*. In the digital era like today, dynamic leaders are needed and do a lot of innovation based on digital technology, meaning that their thinking must also be directed towards digital (Hoerudin, 2020).

Digital transformation occurs after the digitization and digitalization stages are passed. The 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 taking the delivery of envoys. Leaders play an important role because digital transformation is an organizational transformation where efficiency, productivity, quality of service are the main targets of the organization.

c) Digital Leadership

In order to achieve organizational goals in the digital era like today, there are many aspects in its fulfillment, including the element of leadership or digital-minded leaders. Because the success of an organization is not only measured by the performance of its staff or personnel, which is reflected in the competence factor of the organization's leader. A new leadership style that has entrepreneurial skills is needed (Kazim, 2019), and even a dynamic digital leadership trait is needed to drive digital transformation (Oberer, B, & Erkollar, 2018). In addition to technical expertise, *soft skills* are indispensable in digital leadership which is formulated into the following seven supporting pillars of *digital leadership* in Figure 1

From the seven pillars mentioned in Figure 1, it is illustrated how *soft skills* dominate the characteristics of digital leadership. A *digital leadership* needs to go further and have a broader view, and be able to interpret the thinking of the personnel he leads together across national, state, geographical, cultural, and other boundaries by utilizing information and communication technology to achieve organizational goals, organizational performance, and better public services.



Source: PKN I Digital Leadership Material

Figure 1. Seven Pillars of Digital Leadership Support

Characteristics needed for *digital leaders* according to Klein (2020):

1. *Characteristics-Digital Business*, that is, a *digital leader* must have *innovative visionary* characteristics that are not enough just to be far-sighted, but also to have innovation. Another important characteristic is *networking intelligence*, a *digital leader* must be able to coordinate between the knowledge, skills, and resources of the team. It is no less important that a *digital leader* must act as a *digital talent scout*. It is also expected to have the characteristics of a *complexity master*, namely that a *digital leader* must be able to understand complex situations and be able to solve problems in difficult situations. In addition, there is another important characteristic, namely *business intelligence* in order to build a new business model.
2. *Characteristic-Social Attitude*, that is, a *digital leader* acts as a *motivating coach*, as a motivator and becomes a *role model* for team members or personnel. Another thing for the characteristics of digital leadership is the *democratic delegative style*, designing the organization with a minimalist hierarchy and bureaucracy so that a *digital leadership* is personnel-oriented and focuses on the development and progress of its personnel. No less important is the characteristic of *openness* which has the property of transparency.
3. *Characteristics-General Mindset*, in addition to the characteristics above, there are general characteristics, namely *agile* easily adapts to new business models and is able to create *transformation strategies*. The interesting thing about the characteristics of *digital leaders* is the ability to learn by mistakes and learn from mistakes is important to go better. Another important characteristic of a *digital leader* is to have knowledge-oriented and *life-long learners*, the desire to continue learning

Further skills are required for a *digital leader*, according to Kevin Olp of *Digital Workplace Group* quoted (Sullivan, 2017):

1. *Digital Literacy*, is the knowledge and skills of using digital media and information technology and the internet. It requires not only technical skills, but also cognitive, critical, and creative skills.
2. *Digital Vision*, the ability to predict and convince others of the long-term opportunities of new technologies and set up digital strategies.

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3. *Defense*, which is the ability of digital leaders to determine the conditions required by the organization. Defense will motivate HR to go towards a digital vision. The leader's commitment to improving his own literacy encourages others to follow suit.
4. *Presence*, that is, the presence of the leader is a form of real and can be practiced. Leaders can have a clear digital vision and can explain well but, if they are not seen by their staff, no one will follow suit.
5. *Communication*, is a way of communication of leaders in supporting the power of the message that is conveyed. It is important to think about how communication can support a digital vision.
6. *Adaptability*, the most challenging aspect of adaptation for leaders is to tolerate innovation.
7. *Self-Awareness*, is a leader and the process of influencing others must take place naturally and sustainably.
8. *Cultural Awareness*, that is, cultural awareness is a reflection of the digital vision. Leaders must understand and remind of the cultural differences that arise by keeping in mind the sensitivity of how digital works in the process of communication and participation.

#### d) Digital Competence

Digital competence is the ability to explore in the face of new technological situations to analyze, select, evaluate data and information to harness the potential of technology to solve problems (Gallardo & Minelli de Oliveira, 2015). The aspects covered in digital competencies are broader and more comprehensive when compared to digital skills, which include technical aspects related to *hardware* and *software management*. The concept relies on a group of basic pillars such as information, communication, security, content creation, and problem solving (Jarad & Shaalan, 2020). In the digital era like today, members or employees must have digital competencies, even though they are at a basic level. *The European Commission's* sorts the components of digital competence into several areas: 1) Information and data literacy, 2) Communication and collaboration, 3) Creation of digital content creation, 4) Security, and 5) Problem solving. Given that the success of the organization is very dependent on the quality of its human resources, the organization relies heavily on its competent members as the strength of the organization.

#### Framework

The framework of thought in this study is explained by outlining the logic of the research with the tujuan to describe the relationship between the variables studied and observed, namely the phenomenon of public demands for excellent service and government policies to strive for clean bureaucratic reforms with the support of an efficient governance process. and effective carried out by qualified human resources (HR) apparatus and meet competencies. Thus, it is necessary to apply digital leadership to support radio frequency licensing services with systems, governance, institutions, business processes and the development of apparatus HR competencies. The description of the frame of mind of the relationship between variables is as in Figure 2.

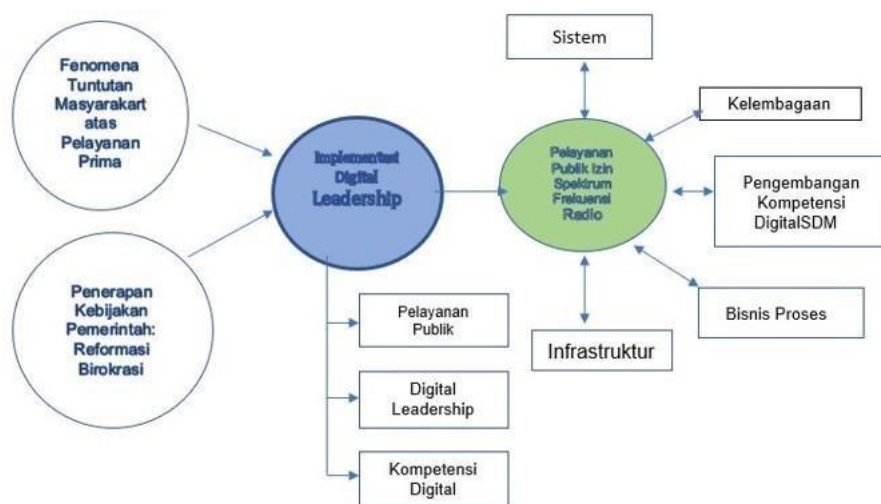


Figure 2. Frame of Mind

## RESEARCH METHODS

This research focuses on the implementation of *digital leadership* related to public service innovation and the development of human resources competencies of apparatus related to public services. The analysis of the implementation of *digital leadership* in this study is directed to see the extent to which the organizational unit of the leader carries out its duties so that it succeeds and achieves its main goal in improving public services.

In accordance with the purpose of the study, namely to provide answers and views by describing a process and results related to the implementation of *digital leadership* in the development of digital competencies in public services, this research uses a qualitative research approach with research procedures that produce descriptive data in the form of written or spoken words from the observed informants (Mol Eong, 2017). The place of this study is the Directorate of Resource Operations of the Directorate General of Resources and Equipment of Post and Informatics of the Ministry of Communication and Information.

This research uses a qualitative research approach with a case study method with the consideration that this research will explore and focus on certain objects. According to John W. (2017), case study research is a qualitative approach because researchers explore the circumstances and positions of an event that is currently taking place. Furthermore, Rahardjo (2017) stated that there are five stages to carry out research with the case study method: a) Choosing a theme, topic and cassettes, b) Cases or several cases identified by the researcher. After the researcher acquires the case, the researcher collects literature, c) Finally formulates the research problem. This is important because in addition to the researcher focusing on a problem, also from the rum usan can be unearthed other important information, d) Data collection, in case study research there are several data collection techniques, namely interviews, *focus group discussions* (FGD), and observations. e) In the final stage, researchers process data and report research results as a form of research accountability.

Data collection in this study was carried out by *reviewing* documents and information from various electronic media. The documents reviewed include: 1) Government Work Kine Accountability Report (LAKIP 2019) Directorate General of SDPPI, 2) Results of Independent

Institutions Survey (LPPM IPB 2019), 3) Results of *Focus Group Discussion*/ FGD) SFR Public Services, 4) Documents and data of the Annual Report of the Directorate General of SDPPI 2019. In addition, data observation is also carried out, identifying and reviewing various relevant reports, documentation studies and interviews with research objects, namely relevant informants in answering the formulation of this research problem. The informants were the Director of Operations of Sumber Daya and the ASNs who served as coordinators and sub-coordinators totaling five people and served in the public service of radio frequency spectrum licensing at the Directorate General of SDPPI of the Ministry of Communication and Information. The parameters are system innovation, both infrastructural and business processes of public services and the development of digital competencies for ASNs in service-related units. The analytical techniques used in this study are using data analysis techniques and SWOT analysis which are also used in research that is an in-depth discussion of the available data. With this analysis technique, data mapping of strengths and weaknesses will be carried out which are the position of the internal role as well as the opportunity challenges from the external (Gurel & TAT, 2017). SWOT analysis can find the results of analysis from four different sides, including (1) how strengths are able to benefit from an *opportunity* that exists, (2) how to overcome *weaknesses* that prevent the acquisition of benefits, (3) how strengths are able to face existing *threats*, and (4) how to overcome weaknesses ( *weakness*) that is able to make threats real or create new threats (Setiadi et al., 2020).

## RESULTS AND DISCUSSION

The achievement of organizational performance targets is certainly inseparable from leaders who collaborate with their members in achieving organizational targets and goals. The achievement of performance targets at the locus of this study is the Directorate General of SDPPI in 2019 and related to public services contained in the 2019 LAKIP and the results of a survey by an independent institution, namely LPPM IPB. The achievements related to public services which are the implementation of digital leadership in public services at the research locus are (1) Implementation of digital leadership in public licensing services; (2) Implementation of government policies within the framework of bureaucratic reform, and (3) Digital transformation of public services on the radio frequency spectrum.

### 1.1. Implementation of Digital Leadership in Public Licensing Services

Steps that have been taken in an effort to accelerate SFR licensing services:

1. Fulfillment of the target of an additional radio frequency spectrum of 350 MHz for *mobile broadband*. This target is stated in the Strategic Plan (Renstra) document of the Ministry of Communication and Informatics for 2015-2019. The fulfillment of this target can be achieved through various methods, namely radio frequency band selection carried out through an auction mechanism, rearrangement of radio frequency bands (*refarming*), *reallocation* of radio frequency band users, utilization of class permit-based radio frequency bands, and implementation of technology-neutral policies.
2. Improvement of SFR licensing services: a) Online amateur radio licensing through *elicensing* to facilitate and accelerate services to the community, b) Acceleration of SFR licensing which was originally 21 days to *become One Day Service*, c) *Online Single Submission* (OSS), d) Digital signature on SFR, d) Digital signature on SFR is a breakthrough to accelerate service to the public, service users can self-downloading the

original permit in electronic form (format pdf file) which has been equipped with a digital signature, e) Ball Pick-up Permit for fishermen considering the large number of frequency spectrum interference because many fishing boats use the radio frequency spectrum inconsistently with the provisions.

The Radio Frequency Spectrum Non-Tax State Service (PNBP) is a very important resource, so this institution strives for these limited resources to produce the maximum possible benefit to society. The results of the acquisition of PNBP sourced from radio frequency licensing are recorded to always increase from year to year which are deposited directly into the state treasury to be used for other government programs. Below is the acquisition of a special PNBP for Radio Frequency Permits as follows:

**Table 1.** Non-Tax State Revenue Achievement from Radio Frequency station Permit

No	Target	Year	Achievements/Realizations	Percentage
1.	13.027.784.508	2017	16.759.916.056	128,65%
2.	14.634.476.271	2018	16.567.404.199	113,21%
3.	14.884.464.000	2019	17.794.362.000	119,55%

Source: LPPM IPB survey results at the Directorate General of SDPPI 2019

To facilitate and ensure transparency to the public in the PNBP payment process which is carried out once a year, a *host-to-host* interbank payment service has been provided that has been determined by the Minister of Finance.

## 1.2. Implementation of Government Policy: Bureaucratic Reform

According to sources from the work unit in order to carry out service quality improvement, improvement efforts continue to be carried out, including measuring through external surveys to public service users with one of the success indicators is the Community Satisfaction Index (IKM) and the Public Service Integrity Index (IIPP) in accordance with the guidelines of the Minister of Pan-RB Regulation Number 14 of 2017:

### a) Public Service Public Satisfaction Index (IKM)

In this study, the author focuses on the results of a survey conducted by LPPM IPB in 2019, especially on the permit to use radio frequency spectrum *online* with the following results:

**Table 2:** Public Service IKM of the Directorate General of SDPPI in 2019

No	Type of Service	IKM	
		Scale 1-4	Scale 25-100
1.	Radio Frequency Spectrum Licensing	3.53	88.15
2.	Radio Operator Certification	3.69	92.25
3.	Telecommunication Equipment Testing	3.45	86.25
4.	Telecommunication Equipment and Equipment Certification	3.43	85.75
	<b>Total</b>	3.53	88.15

Source: LPPM IPB survey results at the Directorate General of SDPPI 2019



The overall Community Satisfaction Index (IKM) value is 3.53 (at 1-4) or 88.15 (scale 25-100). The IKM value shows that the performance of services organized by the Directorate General of SDPPI is categorized as —very goodll. However, the authors pointout that while most of the indicators are of excellent value, users of public services, especially SFR permit services, expect improvements in the quality of service time and complaint handling through *call centers* that are less responsive to complaints made by service users.

b) Public Service Integrity Index (IIPP)

The Public Service Integrity Index (IIPP) is an illustration of the level of consistency of officials / officers of public service units in implementing or implementing laws, compliance with procedures and codes of ethics of these service units in providing services to the community. From the document obtained from the service unit of the Directorate General of SDPPI, IIPP refers to the integrity boothused by the Corruption Eradication Commission (KPK).

IIPP 2019 at the Directorate General of SDPPI was carried out on three parties, namely external, internal, and experts with the following indicators:

1. External parties: consisting of indicators of Transparasi, Anti-Corruption System and Employee Integrity.
  2. Internal parties: consisting of Organizational Culture, Anti-Corruption System, HR Management and Budget Management
  3. Expert: the indicators are Transparency and Anti-Corruption System.
- The results of the IIPP survey in 2019 pada service unit of the Directorate General of SDPPI are as follows.

Table 3. IIPP Value of the Directorate General of SDPPI in 2019

NO	Respondents	Indicators	IIPP
1	External	Transparency	7,77
		Anti-Corruption System	8,01
		Employee Integrity	8,27
External IIPP			8,02
2	Internal	Organizational Culture	8,26
		Anti-Corruption	8,25
		HR Management	7,86
		Budget Management	8,09
IIPP Internal			8,12
3	Expert	Transparency	9,25
		Anti-Corruption System	8,13
		IIPP Experts	8,70
		IIPP Directorate General of SDPPI	

Source: LPPM IPB survey results at the Directorate General of SDPPI 2019

By taking into account the achievement of the IIPP value as a whole of the services of the Directorate General of SDPPI, there are no more problems that are considered negative to occur in the public service units that are the object of the survey.

c) Predicate of Corruption-Free Area (WBK) and Clean and Serving Bureaucratic Area

The locus of research at the Directorate of Resource Operations is the first task force within the Ministry of Communication and Informatics to receive the title of Free from Corruption Area (WBK) in the construction of Integrity Zones (ZI) from the Ministry of PAN & RB.

### **Digital Transformation in Public Services Radio Frequency Spectrum**

In order to realize digital transformation in public services, this service unit has designed a digital transformation formulation consisting of:

1. Infrastructure and licensing are the main factors in the implementation of public services and are integrated in SIMS (Sistem Information Management Spectrum) which is evaluated periodically and made adjustments in line with *business process* updates or regulations to support the improvement of public services.
2. Business processes and regulations are outlined in Standard Operating Procedures (SOPs) as a reference for service officers and service users. In addition, business process automation is implemented electronically through SIMS.
3. Governance and institutional refers to the National Radio Frequency Spectrum Management System.
4. *Customer Engagement and Innovation*, services to the community have been equipped with *contact* centers, integrated service centers, online queuing systems, means of consultation and complaints.
5. Development of ASN Digital Competencies in Public Services. The development of competencies of employees both in charge of the front-end and *back-end* is carried out according to the needs and qualifications of different *skills*. Various trainings, *team building*, technical guidance are carried out regularly, including when there are changes in regulations or policies.

### **Challenges and support in the implementation of digital leadership in the development of digital competencies in public services of the Directorate General of SDPPI**

This study identifies that there are still obstacles faced by leaders and institutions in the implementation of *digital leadership*, both internally and externally, these obstacles include:

- a. There is still a lack of internalization of understanding of requirements and procedures for service personnel. This is because technological changes are so fast that technical requirements can change quickly.
- b. Management has not fully upgraded the system. In the current digital era, the system should have been modified to be user friendly and switch versions of mobile applications.
- c. There is no roadmap for officer skill development yet. Training, training, and workshops have often been carried out for human resources in service units, but are still sporadic and have not been properly measured and
- d. Need to anticipate the security and validity of frequency user data

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Although there are still many obstacles faced, there is still wide open support and opportunities in realizing the implementation of *digital leadership* in the public service of radio frequency spectrum licensing, namely:

- a. Leaders have mature digital literacy and experience and understanding of digital technology with the fulfillment of frequency spectrum service achievements.
- b. There is a digital vision and strategi for the future and there is a mapping of the maturity of digital services towards digital transformation.
- c. Leaders always prioritize communication and collaboration in solving problems and achieving targets and participating in building an ecosystem in achieving organizational goals.
- d. Adequate budgetary support from Non-Tax State Revenues

### SWOT Analysis

SWOT analysis (Strength, Weakness, Opportunities, and *Threats*) is a systematic method of analyzing the form of threats and opportunities in order to distinguish future environmental conditions so that existing problems can be found (Anton, 2021). To support these strategies, a representative and solutive way or strategy that reflects digital leadership is needed to solve various obstacles and optimize existing potential. Identification and formulation of relevant and targeted strategies needs to pay attention to various influential factors in the implementation of *digital leadership*. The concept of new-style leadership can bring different generations of its members to work together collaboratively. The concept of digital serving has begun to be applied to radio frequency licensing services with the increasing number of frequency users which number up to nearly 500 thousand (Directorate General of SDPPI, 2019) although there are still obstacles in implementing the nananya, and it is necessary to continue to improve digital competence for its members. The advantage of this study is that it is the first time to raise the issue of *digital leadership* related to public services and the competence of human resources in charge of radio frequency licensing services. The limitations of this study are because it only covers the areas of leadership and public services so that it can be expanded to other areas, namely business processes and regulations, governance and institutions, *customer engagement*, and innovation.

SWOT analysis is part of the strategic planning stage of an organization which consists of three stages: the data collection stage, the analysis stage, and the decision-making stage (Haudi, 2021). Factors of potential / strength (*strength*), weakness (*weakness*), opportunity (*opportunity*) and challenges (*threat*) in the implementation of *digital leadership* in the development of digital competencies in public services of the Directorate General of SDPPI as in the matrix of SWOT analysis in Figure 3.

Taking into account the SWOT analysis, the results of the analysis were obtained from four different factors, namely 1) *Strength* analysis, namely the situation or condition that is the strength of the organization to be utilized to fill existing *opportunities*; 2) To analyze weaknesses in an organization how to overcome serious weaknesses or obstacles; 3). Strengths are able to face existing *threats*; 4) Analysis of weaknesses that have the potential to become threats and can become new *threats*.

The application of theory in writing this paper is a strength that comes from the characteristicism of digital leaders in organizing their teams and overcoming existing weaknesses and to take advantage of the opportunities available. It is hoped that the strategy will work well by always optimizing strength in the face of threats that occur at any time.

<p>INTERNAL</p> <p>EKTERNAL</p>	<p><b>Strength:</b></p> <ul style="list-style-type: none"> <li>• Nature leader in Digital Literacy</li> <li>• Digital vision and strategy available</li> <li>• Leaders always prioritize communication and collaboration in solving problems and achieving targets and participating in building an ecosystem for achieving organizational goals</li> </ul>	<p><b>Weakness:</b></p> <ul style="list-style-type: none"> <li>• Lack of internalization of understanding of requirements and procedures for officers.</li> <li>• Management has not fully upgraded the system</li> <li>• Management has not set the time for permit application outside working hours</li> <li>• There is no tracking of the settlement of complaints</li> <li>• The HR competency development roadmap is not yet available.</li> </ul>
<p><b>Oppertunity</b></p> <ul style="list-style-type: none"> <li>• Digital Government Serving Policy and RB</li> <li>• Public interest of high frequency users</li> <li>• Opportunities to develop 3T areas are high in internet needs.</li> <li>• High PNBP income</li> </ul>	<p><b>S-O</b></p> <ul style="list-style-type: none"> <li>• Leaders focus on developing digital competencies</li> <li>• Upgrade equipment for better service</li> <li>• Develop a digital transformation program</li> </ul>	<p><b>W-O</b></p> <ul style="list-style-type: none"> <li>• Optimizing internalisation service coordinator for understanding of procedures and SFR licensing requirements.</li> <li>• Develop a system for support public services</li> <li>• Unsure availability frequency over the increasing public interest frequency user</li> <li>• Optimize usage budget for development HR competence by systemized</li> </ul>

<b>Threat</b>	<b>S-T</b>	<b>W-T</b>
<ul style="list-style-type: none"> <li>Community demands for fast, cheap and transparent services</li> <li>Industrial Revolution 4.0</li> <li>Rapid technological advances</li> <li>Data security</li> <li>Potential outbreaks of not fulfilling obligations</li> </ul>	<ul style="list-style-type: none"> <li>Develop the digital competence capacity of coordinators and members programmatically</li> <li>Develop data security according to the roadmap</li> <li>Optimizing PNBP revenue according to the provisions</li> </ul>	<ul style="list-style-type: none"> <li>Improve internalization of management understanding of procedures and requirements for coordinators and officers</li> <li>System development</li> <li>Establishing a complaint settlement tracking system</li> <li>Prepare analysis and roadmap for digital service competency development</li> </ul>

Source: Processed Data

**Figure 3.** SWOT Matrix Implementation of Digital Leadership in the Development of Digital Competencies in Services Public Directorate General of SDPPI

## CONCLUSION

After exploring various literature, data, documents and discussions in the *Focus Group Discussion*, the implementation of digital leadership gives strength to *leadership* policies in regulating the use of information technology to solve problems collaboratively and with effective communication between leaders and their members. This study concludes that the obstacles and obstacles encountered in services need to be overcome immediately by developing digital transformation programs to improve the quality of public services for radio frequency spectrum licensing. Because the development of digital technology is very fast, it needs to be anticipated in developing digital competency capacity for coordinators and members in a programmatic, planned, and measurable manner. In addition to this, no less important is the mature understanding of digital literacy from the leadership and coordinators and resulting in the development of digital transformation programs to improve public services of the radio frequency spectrum realized even though it is still in its early stages. The implementation of strategies to develop digital competency capacity for coordinators and members in a programmatic, planned, and measurable manner is critical. In addition, it is necessary to improve the internalization of management in order to understand procedures, requirements of a technical nature for coordinators and service officers.

The continuation of this study is research with the use of statistical methods in terms of radio frequency management from the point of view of digital transformation can be carried out. This will help prepare the organization for better service and asn competency development programs in the field of radio frequencies that are not large in number

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