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Implementation Of E-Leadership In Government: Literature Review

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Abstract
The development of digital technology encourages changes in the structure and economic system, for this reason the leadership style that is suitable for use in digital technology is leadership by implementing an e-leadership style, but so far there are still many government agencies that have not implemented an e-leadership style of leadership in the institutions they lead so that services provided to the community and also very slow decision making. In the current condition, it is believed that effective leadership can contribute greatly to the development of e-government in both central and local government agencies. This e-leadership aspect is related to the priorities and initiatives of the leaders of government agencies in overcoming and utilizing advances in information technology.

Keyword: leader, e-leadership, e-government

Introduction

The rapid advancement of technology and communication and information provides opportunities to be used as much as possible for organizations. It is believed that the use of information and communication technology in government processes will increase efficiency, effectiveness, transparency and also accountability in government administration which leads to good governance. Since the establishment of work from home, adjustments are required in various sectors of work, one of which is crucial is community service by the public sector (Sofyani, 2016).

Public services must run effectively even though the space is limited physically, jobs and services that are usually carried out in the office and through face-to-face are transformed into a technology-based online service system. To deal with conditions like this, leaders are required to think and act faster than the changes that have occurred. Achieving goals is the main focus in organization. But in practice, goals are not always achieved smoothly, even many organizations are experiencing difficulties due to this pandemic which has resulted in a decrease in the quality of services to the community which makes people dissatisfied with the services provided (Hanggraeni, 2012).

Various leadership styles have been applied, but due to rapid environmental changes such as changes in technology and communication, it requires leaders to be able to adapt to any changes that exist. The success of the development of the Indonesian nation is inseparable from the roles and functions of government

organizations that carry out governmental tasks, to realize the success of government organizations in achieving national development goals where good quality human resources are needed, in this case an increase in human resources, namely the quality of the government apparatus as the basis for national development must be continuously improved and directed in order to achieve the expected goals. Increasing the quality of strategic human resources in skills, motivation, development and management of human resource organization is the main requirement for the realization of the success of national development. With good quality human resources, the government can carry out its duties properly in serving the community.

One of the main tasks of the state is to provide services to the community in the form of services and facilities. Even to measure the level of progress of a country, services can be used as an indicator. Therefore, if a country is in a position to progress, the main thing that needs to be improved is the service in that country. Indonesia as a country that is moving towards a developed country also prioritizes service as an aspect that needs to be improved, because the Indonesian government is very aware that if the community has got what they are entitled to, namely good service, then the community will also carry out its obligations with full awareness. The government must provide quality services and it really depends on various aspects, namely how the pattern of implementation (management) and support from human resources and institutions.

Therefore, all leaders and employees are required to have digital leadership or e-leadership because we are currently entering a digital era where the fast development of the times demands that ASNs and leaders not only have managerial competence but also require the use and use of digital technology that is implemented in work.

Digital leadership or e-leadership is someone who is able to use information technology to achieve common goals in the organization (Hasibuan, 2011). Therefore, to carry out digital transformation in the public sector in order to increase the effectiveness of public services in the midst of the 4.0 revolution era, it is important for a leader to have a style of e-leadership. However, based on the data that researchers obtained from (Public Relations Secretariat of the Cabinet of the Republic of Indonesia, 2017) regarding internet users in Indonesia, it shows that there has been a very rapid increase, namely 132.7 million people (51.5%) of the total population in Indonesia of 2562.2 of millions of inhabitants, this rapid increase has the highest population in Java, while the percentage of other islands is not so high.In the midst of the high percentage of internet use in Indonesia, plus now that we are in the 4.0 era, a leader who is able to take advantage of digital technology and facilities is very much needed because most of the work is done from a remote system and also to speed up decision making.

Literature Review

Leadership is a strategy for making the organization effective as a technique for influencing thoughts, feelings, attitudes and behavior or moving organizational members to carry out activities or work to achieve organizational goals (Sutikno, 2014). Meanwhile, according to Thoha (Endri, 2015) leadership is an activity to influence the behavior of others, or the art of influencing human and group behavior and according to Tunney (Endri, 2015) leadership is a process carried out by someone in managing and inspiring a number of jobs to achieve organizational goals. through management techniques.

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According to Mintzberg (Coulter, 2011) in leadership there are three main roles that are usually carried out by leaders in improving performance or management in an organization, namely:

1. Interpersonal role:
    a. The head figure, the leader is a figure / example for the organization.
    b. Leader, leader of the organization, directs, gives orders, guides and guides members of the organization.
    c. Liaison, the leader as a liaison for the organization, and a liaison between superiors and subordinates.
2. Decision making:
    a. Entrepreneur, the skill factor that a leader must have in accordance with his leadership level, a leader must be independent, have expertise.
    b. Disturbance handler, the leader must remove the obstacles that can get in the way of the organization.
    c. Resource Allocation has the authority to control the use of organizational resources.
    d. Negotiators, leaders participate in negotiation activities with other organizations and individuals.
3. Informational role :
    a. Monitor and Denominator, leaders must be able to monitor and filter various information for the benefit of the organization.
    b. Spokesperson, the leader must act as a speaker for the organization.

According to Setiawan (2013), there are several factors that have a positive relevance or role to the leadership process in organizations, namely:

1. Personality : Past experiences and expectations of leaders, this includes values, backgrounds and experiences that will influence the choice of leadership style,
2. Expectations and behavior of superiors
3. Characteristics, expectations, and behavior of subordinates will contribute to the leadership style,
4. Task needs, each subordinate's task will also play a leadership style,
5. Climate and organizational policies emphasize the expectations and behavior of Subordinates, and
6. Peer expectations and behavior.

E-leadership or digital leadership is a leader who directs people remotely to do work to achieve organizational goals (Ningky, 2020). Digtal leadership refers to leadership in a new era, an era marked by rapid technological development, a global economy where leaders can follow and take advantage of every available technology (Santika, 2018).

According to Burke's theory (Anwaruddin, 2014) there are several roles that must be played by e-leadership, namely as follows:

1. Visionary, has the ability to see the big picture and translate it to the organization.
2. Convener, has the ability to manage member differences and bring the organization towards clear goals and problem solving
3. Sponsoring team has the ability to form and direct real groups and virtual groups.
4. Manager, has the ability to seek and allocate organizational resources with full responsibility and the ability to manage the organization.
5. Innovators have the ability to find new ways of working outside of their duties and functions.

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6. Mentors have the ability to guide and direct prospective new leaders in the environment.

Method

This study uses qualitative methods, namely research methods that answer the research problem, requiring an in-depth understanding of the object under study, to produce research conclusions in the context of the time and situation in question. According to (Arikunto, 2013) qualitative research is research that uses a scientific background with the intention of understanding the phenomena that occur and is carried out by involving various existing methods. Likewise, what the author does is by conducting library *research* by collecting and analyzing documents, both written documents, images and electronics and books that discuss leadership or *e-leadership* (Sugiyono, 2016).

We conducted data searches electronically on Google Scholar data sources, ERIC Publications, and other data sources that we specialize in from the 2010 to 2021 publications. Furthermore, we analyzed them under the phenomenological approach to finding valid and reliable findings. Our analysis process begins with an understanding of the paper problem, and we continue with coding, evaluation, and in-depth interpretation. All of our data is aimed at secondary data with a descriptive qualitative design review (Haddock-Millar et al., 2016).

Result and Discussion

In this era of globalization, the development and progress of information technology cannot be separated from social life, the flow of information is now unstoppable with the presence of new media or the internet, everything can change in just a few seconds, but there are still many regional heads and leaders at one point or another. agencies still do not take advantage of the leadership style e-leadership in carrying out their daily activities and are still unable to regulate and take full control of this leadership style.

Based on the research results, there are still many regional heads who have not implemented e-leadership but one of the regional heads who has taken advantage of this leadership style is Ridwan Kamil, a millennial leadership pattern in the context of utilizing social media has led Ridwan Kamil as Mayor of Bandung to become a popular and relative leader. successful in applying the principles of e-leadership (Risti, 2019). However, based on the results of other research, e-leadership leadership has several advantages and disadvantages when compared to traditional leadership, one of which is that e-leadership cannot see a direct reaction from giving job instructions, while traditional leaders can see a direct reaction where it is due to eye contact. advance (Riza, 2014).

Then it was continued with the results of other research regarding the application of communication by one of the leaders who used the leadership method e-leadership in the research that was conducted that communication through social media was much more effective than face-to-face, this was because the delivery of information could be done anytime anywhere without having to wait (Munandar, 2016). Furthermore, the research results also say the same thing, where in a revolutionary era like this it is more effective to use an e-leadership style than the usual or traditional leadership style, this is because changes can change in seconds or even minutes so that it is obligatory for leaders to be able to follow. these changes (Risti, 2019).

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Then in other studies also say the same thing where at this time digital leadership is very necessary because it can make decisions quickly plus at this time we travel more so it is not possible to do face-to-face then research conducted by (Wirawan, 2020; Nuranib, 2019). However, from these various things there are differences between ordinary leaders and e-leadership (Widya, 2018), the following will be presented in the table below:

Table 1. Differences in Ordinary Leadership and E-Leadership

Leadership (Ordinary)	*E-Leadership*
Leaders are selected and identified based on experience, seniority and job performance.	Leaders are selected and identified based on their agility, creativity and ability to bridge multiple teams in the organization.
Leaders must start from the bottom and slowly work their way up like climbing a ladder.	They can become leaders from an early age and develop their leadership spirit as they go.
Leaders are expected to know what they are going to do and bring judgment and experience in facing business challenges.	Leaders are expected to innovate, collaborate and use the method client team or find completely new solutions.
Leaders are assessed and formed from behavior and leadership style	Leaders are assessed and formed by patterns of thinking and ability to solve problems

Source: (Widya, 2018).

Leadership here is understood as a leader in the sense that the top leadership and part of the organization are the main organs for determining policies and operations, while e-leadership is the ability to bring people, tools and resources together by utilizing ICT to solve it. a problem that occurs (Sudarmin, 2015).

The development of digital technology encourages changes in the structure and economic system, for that a leadership style that is suitable for use in digital technology is leadership by applying an style e-leadership with a situational leadership approach, where this leadership style was developed by Paul Hersey, this model is based on the number of assignments (task behavior) with the amount of support where a leader is able to follow any existing changes that also adjust to the existing circumstances (Farunik, 2019).

Basically, e-leadership is closely related to e-development, where e-development consists of key elements that are interrelated, namely a supportive policy and institutional environment, a materialized and competitive information infrastructure, an innovative and competitive ICT industry with technological competences. core, broad electronic and technical knowledge education, investment programs that are interrelated with ICT in the modernization of the public sector and incentives for the effective use of ICT for the development of the private and government sectors (Sudarmin, 2015).

In the results of the research conducted, it is known that the application of e-leadership is closely related to e-government because the better the application of e-leadership , the better the application and services provided to the community. This is because one of the regional heads has implemented this and it has proven to be effective in providing information quickly and precisely and also in making decisions (Sabino, 2016).

Conclusion

One of the important aspects that play a role in the services provided to the community at this time is the adoption of an style of e-leadership. It is believed that effective leadership can contribute greatly to the development of e-government in both

central and local government agencies. This Aspect of-leadership is related to the priorities and initiatives of government agency leaders in overcoming and utilizing advances in information technology.

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