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Implementation Of Digital Leadership on The Quality Of E-Government-Based Public Services in Indonesia

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Abstract

This study aims to analyze the Implementation of Digital Leadership in improving the Quality of E-Government-based Public Services through an E-Court Application in Indonesia. This research focuses on how the role of Digital Leadership in supporting E-Court (Electronic Justice Services) from various obstacles The implementation of the system to answer these problems needs to use Bruce J. Avolio's Digital Leadership theory, Richard E. Inrajit's E-Government theory, and Richard Heeks' Design-Reality Gap model. This data was collected through a literature study and analyzed using a Qualitative Approach with a case study method. The results of the study show that the success of E-Court Implementation is not only determined by technological readiness, but also by the ability of leaders to build Digital Communication, utilize data and technology in Decision Making, and transform Digital Work Processes. Integration These three theories produce four main dimensions in Digital Leadership that contribute to increasing the effectiveness, efficiency, transparency, and accountability of electronic justice services. In this study, it can be concluded that strengthening digital leadership competencies is an important factor in supporting the transformation of e-government-based public services in Indonesia, although there are still challenges in the form of limited infrastructure, system disruptions, low digital literacy of the community, and apparatus competency gaps.
Keywords: Digital Leadership, E-Government, E-Court.

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INTRODUCTION

Leadership is a crucial element in achieving organizational goals. Conceptually, leadership is interpreted as the ability of individuals to influence, direct, and move others to work synergistically to achieve collective goals (Maulidiya et al., 2025). Basically, leadership is a broad concept that includes the role and influence of leaders on their followers. This concept is not solely seen from the attributes of the leader himself, but also how followers respond and are affected by the actions and behaviors of the leadership (Fauzi, 2025).

Along with technological advances and digital transformation that penetrate various aspects of governance and the business world, the concept of leadership has evolved into *digital leadership* (Muljono, 2021). Digital leadership does not only dwell on mastery of technology, but further on the use of digital literacy for strategic decision-making, team capacity building, and the provision of public services that are responsive to community needs (Ardiansah et al., 2026). Zhu (2015) formulated five key characteristics of digital leadership, namely: (1) *adaptive thinking* to market dynamics and competition; (2) *creativity* and innovation in realizing new ideas; (3) *visionary*, namely the ability to provide direction and orchestrate digital transformation; (4) *curiosity* to navigate complex ecosystems in the era of Volatility, Uncertainty, Complexity, Ambiguity (VUCA); and (5) *profound leader*, which is a leadership style that is able to lead in complex situations through deep understanding and the ability to synthesize thinking for decision-making.

In line with that, Avolio (2002) identified digital leadership indicators that include digital communication, data-driven decision-making, motivation and inspiration, and virtual collaboration. In practice, digital leadership is an instrument for utilizing an organization's digital assets to achieve goals at the institutional and individual levels. Digital leaders are required to have a new set of competencies to overcome the challenges of transition and effectively move organizations towards a dynamic and uncertain future (Wujarso et al., 2023).

In the context of public administration in Indonesia, the digital transformation is manifested through the Electronic-Based Government System (SPBE). Systemically, SPBE is a governance implementation that utilizes information and communication technology (ICT) to provide services to SPBE users. The main goal of SPBE is to realize clean, efficient, transparent, and accountable governance, as well as provide quality and integrated public services (Rusdy & Flambonita, 2023). The implementation of SPBE was developed as a comprehensive framework to unify all government business processes into an interconnected digital platform. However, the gap between policy formulation and implementation in the field is still a significant obstacle (Hos, 2026).

Normatively, the juridical basis of SPBE in Indonesia is regulated through Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (Republic of Indonesia, 2018). Substantively, SPBE is a manifestation of the concept *of e-government* that leads to bureaucratic modernization. The evaluation of the implementation of SPBE is guided by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 59 of 2020 and Ministerial Guideline Number 3 of 2024. This evaluation framework uses 47 assessment indicators divided into four main domains, namely policy, governance, management, and services. This evaluation not only aims to measure the quality of implementation at the central and regional levels, but also ensures the improvement of the quality of integrated digital public services (Science et al., 2025). In practical terms, digital application innovation as a public service instrument is a tangible manifestation of the

implementation of *e-government* in various regions to facilitate public access and reduce convoluted bureaucratic routes. However, the implementation of *e-government* in Indonesia is still faced with various structural and technical obstacles. The *e-government* development index identifies several main obstacles, such as infrastructure gaps, low digital literacy of the community, and weak coordination between institutions. Furthermore, the success of *e-government* normatively is also supported by Presidential Instruction Number 3 of 2003 which emphasizes that *the e-leadership* aspect is a fundamental prerequisite for the success of the digital transformation of government (Sintiya et al., 2021; Yamin et al., 2024).

In the academic realm, Indrajit (2002) identified four indicators of *e-government*: the availability of data and information, the availability of information for public promotion, the availability of public service applications, and the availability of communication applications (Hadi & Widnyani, 2024). Meanwhile, Heeks (2006) introduced the Design-Reality Gap model to analyze the implementation of *e-government* through seven dimensions, namely information, technology, processes, goals and values, human resources and competencies, management systems and structures, and supporting resources (budgets, facilities, and regulations).

The application of digital leadership in improving the quality of e-government-based public services has a significant role, including in the innovation of judicial services through the E-Court application. The implementation of e-government in the judicial environment aims to improve the quality of Supreme Court services through more efficient, transparent, and accountable online case resolution. In addition to supporting the principles of simple, fast, and low-cost justice, E-Court effectively reduces travel and administrative costs for justice seekers (Sumarwoto et al., 2025). However, this digital transformation in electronic justice cannot be separated from the contribution of digital leadership in policy design, decision-making, and technology-based service innovation.

The implementation of electronic justice services in Indonesia still faces various obstacles, such as technical system disruptions, low digital literacy of the community, limited infrastructure, lack of readiness of human resources (HR) in the judicial environment, and data synchronization issues. Beyond these technical problems, there are substantial obstacles related to leadership aspects in the digital era. The success of service transformation does not solely depend on the provision of technological infrastructure, but on the capabilities of leaders in managing organizational change (change management). In practice, there are still gaps in digital communication, especially in the process of disseminating information and assisting officials and the public in using E-Court. On the other hand, optimizing the use of digital data from the E-Court system as a basis for decision-making and service evaluation is still a challenge in realizing adaptive and responsive public services. The transition from manual to electronic systems demands an uneven adaptation of the workforce, so it requires leaders who are able to build a culture of innovation and spur adaptive work spirit.

This situation indicates that the success of the implementation of e-government cannot be separated from the central role of digital leadership in managing organizational change and improving the quality of public services. The success of the implementation of the E-Court is not only determined by the sophistication of the technology adopted, but also by the capacity of leaders to manage the transition, encourage innovation, and optimize the use of technology to improve the quality of public services.

Based on this urgency, this study is directed to analyze the implementation of digital leadership on the quality of e-government-based public services through the E-Court (Electronic

Justice) application in Indonesia. This research is entitled "Implementation of Digital Leadership on the Quality of E-Government-Based Public Services through the E-Court (Electronic Justice) Application in Indonesia". It is hoped that the results of this research can contribute to theoretical and practical development in the field of digital leadership and bureaucratic modernization, especially in the innovation of electronic justice services.

LITERATUR RIVIEW

Digital Leadership: From Traditional Influence to Technology-Mediated Influence

The penetration of information and communication technology into organizational life has fundamentally reshaped how leadership is conceptualized and practiced. The seminal work of Avolio, Kahai, and Dodge (2000) introduced the concept of e-leadership, defined as a social influence process mediated by advanced information technology to produce changes in the attitudes, feelings, thinking, behavior, and performance of individuals, groups, and organizations. This conception shifts the locus of leadership from face-to-face interaction to technology-mediated interaction, implying that leaders in digital organizations require a new configuration of competencies (Avolio, 2002). Four indicators are emphasized in this framework: digital communication, data-driven decision-making, motivation and inspiration in virtual settings, and virtual collaboration (Avolio et al., 2000; Avolio, 2002).

Subsequent scholarship has broadened and refined this construct. Zhu (2015) formulated five key characteristics of digital leadership adaptive thinking, creativity and innovation, visionary, curiosity, and profound leader that respond to the demands of a VUCA environment (Wujarso et al., 2023). A systematic review by Cortellazzo, Bruni, and Zampieri (2019) found that digital leadership integrates hard components, such as digital literacy and technological competence, with soft components, such as decision-making, communication, empowerment, and change management, and concluded that digital leaders distinguish themselves less by technical mastery than by their capacity to orchestrate organizational change. This argument is consistent with Westerman, Bonnet, and McAfee (2014), who demonstrate that digital masters outperform their peers not because of superior technology, but because of strong leadership combined with a clear digital vision, and with the claim that strategy not technology drives digital transformation (Kane et al., 2015).

In public administration, digital leadership acquires a distinct significance. The shift from New Public Management toward digital-era governance implies that technology must be embedded in redesigned administrative processes rather than simply added to them (Dunleavy et al., 2006). Digital transformation in government is therefore understood as a change in processes, operations, and service models enabled by digital technologies, which demands corresponding adjustments in institutional arrangements and leadership practices (Mergel et al., 2019; Vial, 2019). Because such transformation is multidimensional, leaders function as the integrating mechanism that recombines technological and human resources (Vial, 2019), a capacity closely related to the notion of dynamic capabilities in responding to rapidly changing environments (Teece et al., 1997).

The Indonesian government institutionalized the leadership dimension of digital transformation early. Presidential Instruction Number 3 of 2003 on national e-government policy explicitly positioned e-leadership as a fundamental prerequisite for success (Sintiya et al., 2021; Republic of Indonesia, 2003). The National Institute of Public Administration subsequently formulated the construct of digital leadership for government officials as a combination of digital vision, digital competence, and a culture of innovation (Muljono, 2021).

Nevertheless, recent empirical studies of digital leadership in Indonesia remain concentrated at the local government level and in information agencies (Ardiansah et al., 2026; Wujarso et al., 2023), while strategic state institutions, notably the judiciary, have received far less scholarly attention. This gap is notable given that digital leadership inherits the behavioral repertoire of transformational leadershipidealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006) which is precisely the repertoire required when organizations undergo radical transitions such as the move from manual to electronic case administration (Kotter, 1996).

The Design Reality Gap Model of E-Government Implementation

The most influential diagnostic model for explaining e-government failure in developing countries is Heeks' Design–Reality Gap (Heeks, 2006). The model assumes that the outcome of an e-government project is determined by the gap between the assumptions embedded in the system design and the actual reality of the implementing organization, measured along seven dimensions: information, technology, processes, objectives and values, staffing and skills, management systems and structures, and other resources such as budgets, facilities, and regulations (Heeks, 2006). Heeks (2003) earlier estimated that the majority of e-government projects in developing countries fail totally or partially precisely because of large design–reality gaps. Complementary research on e-government success factors confirms that technology is a necessary but insufficient condition, since organizational, institutional, and contextual factors dominate explanations of success and failure (Gil-Garcia & Pardo, 2005). Fountain (2001), through the technology enactment framework, similarly argued that identical technologies produce different outcomes in different institutional environments. What this body of work leaves relatively open, however, is the role of leadership agency: the design–reality gap literature identifies *where* gaps occur, but rarely theorizes *how* leaders can actively narrow them, even though the digital transformation literature places leadership at the center of resource recomposition during transformation (Vial, 2019; Westerman et al., 2014) and emphasizes the need for adaptive governance to maintain stability, accountability, and responsiveness during change (Janssen & van der Voort, 2016).

E-Court: Electronic Justice Services in Indonesia

Indonesian law mandates a judiciary that operates in a manner that is simple, fast, and low-cost (Republic of Indonesia, 2009b). To operationalize this mandate, the Supreme Court issued Supreme Court Regulation (PERMA) Number 3 of 2018 on electronic court services, amended by PERMA Number 1 of 2019 and PERMA Number 4 of 2020, and consolidated in PERMA Number 1 of 2023 concerning electronic case administration and trials (Mahkamah Agung RI, 2018; 2019; 2020; 2023). E-Court comprises e-Filing for case registration, e-Payment for court fees, e-Summons for the electronic notification of parties, and e-Litigation for fully online proceedings (Sumarwoto et al., 2025). Studies indicate that the platform reduces travel and administrative costs, accelerates case administration, and expands access for justice seekers, while remaining constrained by technical disruptions, uneven infrastructure, limited digital literacy among users, and unequal apparatus competence (Sumarwoto et al., 2025). Framed with Heeks (2006), these constraints represent design–reality gaps in the dimensions of information, technology, staffing and skills, and other resources.

Taken together, the three theoretical streams are complementary rather than competing. Avolio et al. (2000) explains *who* leads and with *what competencies*; Indrajit (2002) specifies *what* is digitally provided; and Heeks (2006) explains *why* technically sound

designs succeed or fail in organizational reality. Their integration constructs a plausible explanatory chain from leadership capacity, through e-government implementation, to the quality of public services which this study formalizes as its analytical framework.

Research Gap And Analytical Framework

The review above reveals four interrelated gaps. First, a contextual gap regarding the sector under study. Digital leadership research, both internationally and in Indonesia, has been dominated by private-sector and local-government settings (Cortellazzo et al., 2019; Muljono, 2021; Wujarso et al., 2023; Ardiansah et al., 2026). The judiciary, however, exhibits distinctive characteristics: a nationally integrated vertical structure under the Supreme Court, a professional bureaucracy with strong procedural norms, and service users—litigants and advocates—whose stakes are immediate and legal. Whether and how digital leadership operates under these conditions remains empirically underexplored.

Second, a variable gap in E-Court research. Existing Indonesian studies of E-Court concentrate on legal-procedural compliance and administrative efficiency outcomes (Sumarwoto et al., 2025), treating leadership as an implicit background condition rather than an analytical focus. The broader e-government literature has long been criticized for its technology-centric, descriptive orientation that neglects organizational and managerial variables (Yildiz, 2007; Gil-Garcia & Pardo, 2005), and this criticism applies squarely to the emerging e-justice literature in Indonesia.

Third, a theoretical gap regarding leadership as a gap-narrowing mechanism. The Design Reality Gap model identifies where e-government projects fail (Heeks, 2003; 2006), and complementary frameworks specify the institutional conditions of success (Fountain, 2001; Gil-Garcia & Pardo, 2005), but none theorize the agency of leaders in *narrowing* design–reality gaps. Meanwhile, the digital transformation literature positions leadership as a central element of transformation (Vial, 2019; Westerman et al., 2014; Kane et al., 2015). The link between leadership behavior and gap-narrowing has not been examined in the context of electronic justice services.

Fourth, a framework integration gap. Prior studies apply Avolio's e-leadership, Indrajit's e-government indicators, or Heeks' design–reality dimensions separately. No prior study has yet integrated the three into a single analytical model explaining the quality of e-government-based public services through E-Court in Indonesia.

Based on these gaps, this study addresses the following research question: *how is digital leadership implemented to improve the quality of e-government-based public services through the E-Court application, and what factors constrain its implementation?* In answering this question, the study contributes a contextually grounded, theory-integrated framework for understanding leadership-driven digital transformation in the Indonesian judiciary.

The analytical framework of this study integrates three theories—e-leadership (Avolio et al., 2000; Avolio, 2002), e-government (Indrajit, 2002), and the Design–Reality Gap model (Heeks, 2006)—into a single explanatory model of the quality of e-government-based public services through E-Court. The framework consists of three components and a set of propositions.

Component 1: Digital Leadership as the Independent Variable. Digital leadership is synthesized into four dimensions: (1) *digital communicative leadership*, derived from digital communication (Avolio et al., 2000), the information and communication indicators of e-government (Indrajit, 2002), and the information dimension of the design–reality gap (Heeks,

2006); (2) *data- and technology-based leadership*, derived from data-driven decision-making (Avolio et al., 2000), public service applications (Indrajit, 2002), and the technology dimension (Heeks, 2006); (3) *digital transformational leadership*, derived from virtual motivation and inspiration (Avolio et al., 2000) and transformational leadership behaviors (Bass & Riggio, 2006), addressing the processes, objectives and values, and staffing and skills dimensions (Heeks, 2006); and (4) *digital collaborative leadership*, derived from virtual collaboration (Avolio et al., 2000) and collaborative governance (Ansell & Gash, 2008), addressing the management systems and structures and other resources dimensions (Heeks, 2006).

Component 2: E-Government Implementation through E-Court as the Mediating Variable. Implementation is assessed through Indrajit's (2002) four indicators—availability of data and information, information for public promotion, public service applications (e-Filing, e-Payment, e-Summons, e-Litigation), and communication applications (Mahkamah Agung RI, 2023; Sumarwoto et al., 2025)—and diagnosed through Heeks' (2006) seven design–reality dimensions to locate gaps between system design and organizational reality.

Component 3: Public Service Quality as the Dependent Variable and Public Value as the Outcome. Service quality is assessed as effectiveness, efficiency, transparency, accountability, accessibility, and responsiveness (Grönroos, 1984; Parasuraman et al., 1988; Republic of Indonesia, 2009a; OECD, 2020), with ultimate outcomes conceptualized as citizen trust and public value (Moore, 1995; Welch et al., 2005), in line with accountability frameworks for public institutions (Bovens et al., 2014).

The framework is elaborated through five propositions:

- P1: The stronger the digital communicative leadership, the greater the availability of accurate, timely, and accessible service information, thereby improving the effectiveness and transparency of E-Court services (Avolio et al., 2000; Linders, 2012).
- P2: Data- and technology-based leadership strengthens the evidence base of managerial decisions, thereby improving efficiency and responsiveness (Head, 2008; OECD, 2020).
- P3: Digital transformational leadership narrows design–reality gaps in staffing, skills, processes, and values, thereby improving the reliability and adoption of E-Court services (Bass & Riggio, 2006; Kotter, 1996; Heeks, 2006).
- P4: Digital collaborative leadership ensures integration among the Supreme Court, district courts, technology providers, and service users, thereby improving accessibility and accountability (Ansell & Gash, 2008; Linders, 2012).
- P5: Service quality data generated by the system (case statistics, satisfaction indices, complaints) feed back into leadership decision-making, creating an evidence-based improvement loop (Head, 2008; United Nations, 2024).

The framework further recognizes constraining conditionsinfrastructure inequality, user digital literacy, apparatus competence, budget, and regulation consistent with the other resources and staffing and skills dimensions of Heeks (2006) and international assessments of digital government readiness (United Nations, 2024). Figure 1 visualizes the framework; it is refined and elaborated empirically in the Results and Discussion.

RESEARCH METHODS

Research Design

The research method used is a case study. This method was chosen because the research focuses on one specific case that is tied to a system (*bounded system*), namely the implementation of digital leadership in the development and management of E-Court services

as a form of technology-based governance innovation in judicial institutions. According to Creswell and Poth (2018), case studies are a research approach to explore in depth a tied system through the collection of detailed and comprehensive data from various information sources in a certain period of time. The use of this method is considered relevant because it allows researchers to obtain a comprehensive overview of digital leadership practices, data-based decision-making processes, strategies to strengthen the digital competence of apparatus, and the implementation of public service innovations through the E-Court application.

Research Setting

This study aims to analyze the implementation of digital leadership in the process of e-government-based public service innovation, especially through the E-Court application applied within the Supreme Court of the Republic of Indonesia, with a focus on the District Court. This study focuses on the strategic role of digital leadership in accelerating the transformation of technology-based public services, as well as increasing the digital capacity and competence of the apparatus involved in the implementation of these services. This study uses a qualitative approach with the aim of understanding in depth the phenomenon of digital leadership implementation in the context of public services. The qualitative approach was chosen because it produces descriptive data in the form of written and spoken words from the respondents and informants observed, thus allowing researchers to gain a comprehensive and contextual understanding of the social and administrative dynamics that occur in the field (Moleong & Surjaman, 2017).

Data Sources

The data sources in this study consist primarily of secondary data relevant to the implementation of digital leadership and E-Court-based public services. The secondary data include official documents issued by the Supreme Court of the Republic of Indonesia and District Courts, relevant laws and regulations, institutional reports, official information related to E-Court services, academic books, peer-reviewed journal articles, and other scientific publications. These sources were selected based on their relevance to digital leadership, e-government, electronic justice services, public service innovation, and digital transformation in judicial institutions. The use of secondary data is appropriate for examining the institutional and organizational dimensions of E-Court implementation because it enables the researcher to compare conceptual perspectives with documented institutional practices.

Informant Selection

The object of this research is the implementation of digital leadership in the implementation of E-Court services in the District Court, which is a work unit under the Supreme Court of the Republic of Indonesia. Specifically, this study analyzes how organizational leaders make optimal use of digital technology, strengthen the digital capacity of employees, and encourage the realization of public service innovations based on electronic systems to create more effective, responsive, and quality public services.

Data Collection

Data collection was conducted through literature study and documentation. The literature study involved identifying, reviewing, and organizing academic publications related to digital leadership, e-government, digital transformation, and electronic public services. The documentation process involved collecting and examining official documents, institutional reports, regulations, and publicly available information concerning the implementation of E-

Court services. The collected documents were screened according to their relevance, credibility, and relationship to the research focus. The information obtained from different sources was then organized according to the analytical dimensions of digital leadership, including digital communication, data- and technology-based leadership, digital transformation, and digital collaboration. This process enabled the researcher to identify patterns, similarities, differences, and relationships between leadership practices and the implementation of E-Court services.

Data Analysis

Furthermore, Rahardjo (2017) explained the five stages of research implementation using the case study method, namely: (1) determining themes, topics, and cases; (2) identifying cases and collecting supporting literature; (3) formulating specific research problems to guide the excavation of supporting information; (4) collecting data using *focus group discussion* (FGD) techniques, observations, and literature studies; and (5) processing, analyzing, and reporting research results as a form of scientific accountability. The data sources in this study were obtained from various official documents, institutional reports, laws and regulations, books, journal articles, and other scientific publications relevant to digital leadership and *e-government*. Data collection techniques were carried out through literature studies and in-depth documentation. The collected data was then analyzed using an interactive data analysis model developed by Miles, Huberman, and Saldaña (2014). This analysis model includes three main components, namely data *condensation*, data *display*, and *conclusion drawing/verification*. This analysis technique is used to gain a comprehensive understanding of the implementation of digital leadership in supporting the success of e-government-based public services *through* the E-Court application (Miles et al., 2014).

Trustworthiness and Ethics

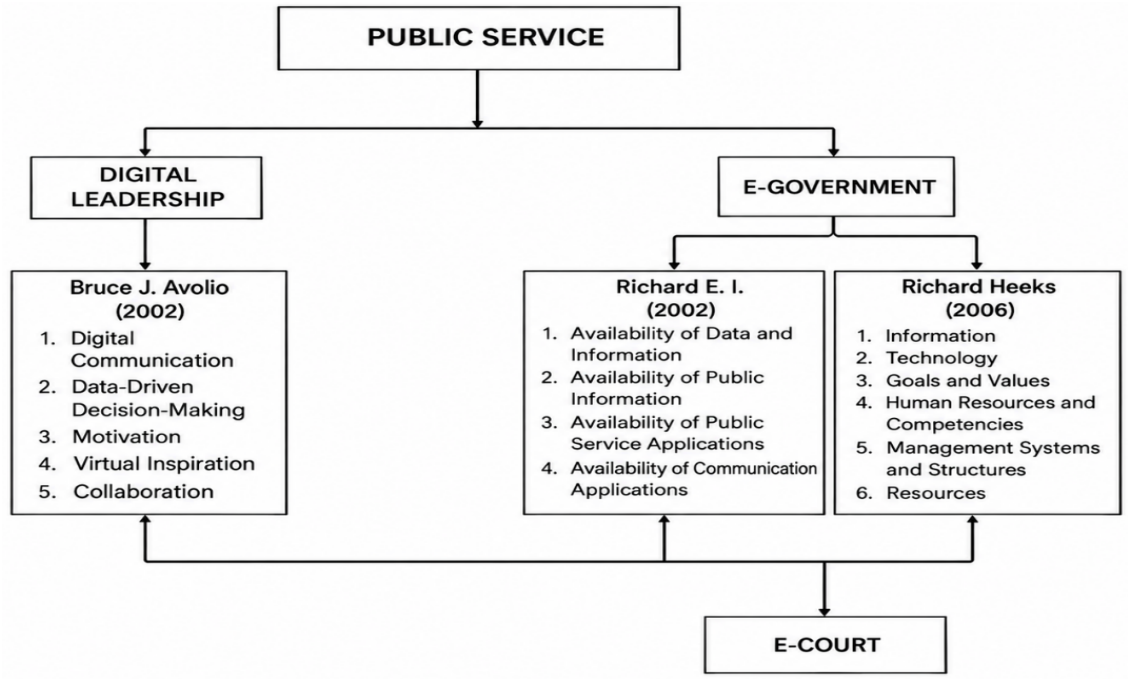
The trustworthiness of the research findings was maintained through source triangulation and critical comparison of information obtained from different sources. Information from official institutional documents was compared with relevant laws and regulations, academic literature, and other credible scientific publications. The researcher also examined the consistency of information across different documentary sources before drawing interpretations. This process was intended to reduce the possibility of relying on a single source and to strengthen the credibility of the findings. In addition, the analysis was conducted systematically by applying the same analytical dimensions of digital leadership to the collected evidence, thereby maintaining consistency between the research questions, data sources, and interpretation

This study follows principles of academic integrity and responsible use of secondary data. All information obtained from academic publications, official documents, regulations, and institutional sources is appropriately acknowledged through citations and references. The researcher does not manipulate, fabricate, or selectively alter information to support particular findings. Because the study relies on publicly available secondary data and does not involve direct interaction with human participants, interviews, or the collection of personal information, procedures related to informed consent and participant confidentiality are not applicable. Nevertheless, the researcher maintains accuracy in representing the original sources and avoids interpretations that are not supported by the available evidence.

RESULTS AND DISCUSSION

To analyze the implementation of digital leadership and its influence on the quality of e-government-based public services in Indonesia, a conceptual framework is needed to integrate leadership, technological readiness, organizational capacity, and the utilization of digital service applications. This framework draws on relevant theoretical perspectives to explain the relationship between digital leadership and public service delivery through the E-Court application. The relationships among these components are illustrated in Figure 1, which provides an analytical foundation for understanding how the implementation of digital leadership can support improvements in public service quality amid ongoing digital transformation.

Figure.1: Conceptual Framework for the Implementation of Digital Leadership on E-Government-Based Public Service Quality through the E-Court Application



Source: Combined Results of the Conceptual Framework for the Implementation of Digital Leadership on the Quality of E-Government-Based Public Services through the E-Court Application

Figure 1 illustrates the conceptual framework for examining the implementation ofdigital leadership and its relationship with the quality of e-government-based public services in Indonesia through the E-Court application. The framework integrates the concepts of digital leadership and e-government to explain how leadership capabilities, technological infrastructure, information availability, and organizational resources contribute to the delivery of digital public services.

Digital leadership is conceptualized based on Avolio (2002), encompassing five dimensions: digital communication, data-driven decision-making, motivation, virtual inspiration, and collaboration. These dimensions emphasize the role of leaders in facilitating digital transformation, promoting effective communication, supporting evidence-based decisions, motivating employees, inspiring organizational change, and strengthening collaboration in the delivery of public services.

The e-government component draws on two conceptual perspectives. The first, attributed to Richard E. I. (2002), emphasizes the availability of data and information, public information, public service applications, and communication applications. The second, based on Heeks (2006), highlights six dimensions: information, technology, goals and values, human resources and competencies, management systems and structures, and resources. Together, these perspectives provide an analytical basis for assessing the technological, informational, organizational, and institutional conditions required to implement effective e-government-based public services.

Within this framework, digital leadership and e-government are connected to the implementation of the E-Court application as a digital public service mechanism in Indonesia's judicial sector. The framework suggests that effective digital leadership, supported by adequate technological infrastructure, accessible information, competent human resources, and appropriate organizational arrangements, may contribute to improvements in public service quality. In the context of E-Court, these improvements can be examined through service accessibility, procedural efficiency, transparency, responsiveness, and the reliability of digital judicial services.

Overall, the framework provides a conceptual foundation for analyzing how digital leadership is implemented and how its interaction with e-government capacity may influence the quality of public services delivered through E-Court. It also directs attention to organizational and technological factors that may facilitate or constrain digital service delivery. The proposed relationships require empirical examination to determine how these dimensions operate in practice and how they contribute to the quality of e-government-based public services in Indonesia.

Digital Leadership in Supporting E-Court-Based Public Service Transformation

This research constructs a conceptual framework that synthesizes the theory of Digital Leadership and *E-Government* to improve the quality of public services through the E-Court application. This framework is built through the integration of digital leadership theory proposed by Avolio (2002) and Fisk (2002), as well as *e-government* theory formulated by Indrajit (2002) and Heeks (2006). The synthesis of these four theories results in a conceptual pattern that emphasizes that the success of E-Court-based public service transformation is highly dependent on optimal digital leadership capacity. This capacity includes the ability to realize digital communication, data-driven decision-making, transformation vision, and virtual collaboration, all of which must be supported by the readiness of *e-government nfrastructure* including the provision of information, technology, public service applications, human resource (HR) competencies, management systems, and other supporting resources.

The transformation of public services in the judicial realm through the E-Court platform emphasizes the urgency of digital leadership in managing technology-driven change-based organizational change. In accordance with the study framework, digital leadership is evaluated using indicators proposed by Avolio (2002) and Fisk (2002). These two theories provide a conceptual foundation for the capacity of leaders in directing organizations to be adaptive to digital technological advancements, while striving to improve the quality and accountability of public services.

According to Avolio (2002), digital-based communication is a crucial indicator in the leadership of the digital era. In the context of the implementation of E-Court, digital communication is realized through the use of information technology in internal coordination, information dissemination, and interaction between judicial apparatus and the service user

community. The presence of electronic systems allows communication to take place quickly, efficiently, and well documented. This condition encourages the improvement of the quality of public services because the public can access service information in a more transparent and accountable manner (Bovens et al., 2014).

In addition to digital communication, *data-driven decision-making* is a fundamental component in the leadership of the digital era. The development and optimization of E-Court requires the analysis of various data, such as case statistics, application usage frequency, and user satisfaction index. This data is the empirical foundation in formulating policies for system development and service improvement. Therefore, strategic decisions are no longer solely based on conventional administrative considerations, but are based on valid, accurate, and relevant data according to *evidence-based policy* principles (Head, 2008).

In the dimension of virtual motivation and inspiration, leaders have the responsibility to encourage the adaptation of the judicial apparatus to the transformation of the digital work system. The implementation of E-Court requires a shift in the work paradigm from manual/traditional methods to an integrated electronic system. Realizing this change requires leaders who are able to foster change *readiness*, minimize internal resistance, and instill a culture of technological innovation in the judicial bureaucracy (Kotter, 1996; Osborne & Gaebler, 1992).

The virtual collaboration indicator is also an essential element in the design and implementation of the E-Court. The success of this system depends on synergistic collaboration between the Supreme Court, courts in various regions, information technology developers, and the community as service users. This cross-sector and *boundary-spanning collaboration* plays a crucial role in building an integrated, *citizen-centric*, and responsive public service ecosystem (Linders, 2012).

Implementation Of E-Government Through The E-Court Application

As a form of e-government implementation, E-Court was developed to improve the effectiveness, efficiency, transparency, accountability, and accessibility of judicial services. The implementation of E-Court not only shows a change in services from the conventional system to a digital system, but is also part of an effort to improve the quality of public service governance through the use of information technology. This study analyzes the implementation of e-government through E-Court using the concept of Richard E. Indrajit (2002) and Richard Heeks' (2006) Design–Reality Gap model.

According to Indrajit (2002), the implementation of e-government can be seen from the availability of information, application-based services, and electronic communication. In E-Court, the public can obtain information about case procedures, service requirements, case costs, trial schedules, and case status online. The availability of this information makes it easier for the public to obtain services without always having to come directly to the court. E-Court also provides various electronic services, such as e-Filing, e-Payment, e-Summons, and e-Litigation. The existence of these services shows a change in the service process from a manual mechanism to a digital-based service. This digitalization can speed up the administrative process, reduce the use of physical documents, and increase service efficiency.

In addition, E-Court supports electronic communication and information exchange between judicial institutions and service users. Digital communication can speed up the delivery of information and reduce dependence on direct communication. Thus, the implementation of E-Court has the potential to increase the accessibility and responsiveness of judicial services.

Meanwhile, based on the Design Reality Gap model of Heeks (2006), the implementation of E-Court can be seen from six aspects, namely information, technology, goals and values, human resources and competencies, management systems and structures, and resources. In terms of information and technology, E-Court has provided a digital system that supports the delivery of information and case services electronically. In terms of goals and values, the implementation of E-Court is directed to create more effective, efficient, transparent, and accountable services.

In terms of human resources, the success of E-Court is greatly influenced by the ability of apparatus to use and manage digital technology. Therefore, improving digital competency and training for apparatus is an important part of supporting service sustainability. Furthermore, the system and management structure aspects show the importance of clear division of tasks, coordination, and work procedures so that digital services can run in an integrated manner. Meanwhile, the resource aspect includes budget support, technological infrastructure, and regulations needed to ensure the sustainability of E-Court implementation. Although it provides various conveniences, the implementation of E-Court still faces several obstacles, such as limited technology infrastructure in certain regions, system disruptions, low digital literacy among some users, and differences in apparatus competencies. These conditions show that the success of e-government is not only determined by the availability of technology, but also by the readiness of human resources, organizations, and service environments (Heeks, 2006).

Based on the conceptual framework of the research, the quality of public services through E-Court is the result of the relationship between digital leadership and the implementation of e-government. Digital leadership plays a role in directing organizational transformation, managing change, improving apparatus competence, and encouraging optimal use of technology. Meanwhile, e-government provides systems and technology that support the implementation of electronic services.

Therefore, the quality of E-Court services is not only determined by technological sophistication, but also by the ability of leaders to manage digital transformation. Strong leadership needs to be supported by a good e-government system so that technology can be used optimally to improve services. Thus, digital leadership and e-government are two components that support each other. Digital leadership provides direction and management of the change process, while e-government provides technological instruments to realize these changes. The synergy between the two can support the realization of judicial services that are more effective, efficient, transparent, accountable, responsive, and oriented to the needs of the community (OECD, 2020).

Coordination Of Digital Leadership Of E-Government In Improving The Quality Of Public Services

Based on the conceptual framework of the research, the quality of public services is the result of the interaction between digital leadership capacity and the effectiveness of e-government implementation. Digital leadership not only functions as a guiding factor in the organizational transformation process, but also as a strategic capacity that determines how public organizations adopt, manage, and optimize the use of digital technology. Meanwhile, e-government is an institutional and technological instrument that allows government administration processes and public services to be carried out in a more integrated, effective, efficient, transparent, and responsive manner to the needs of the community (Avolio et al., 2000; Indrajit, 2002; OECD, 2020).

From the perspective of public administration, digital transformation cannot be understood solely as a process of digitizing service procedures. The transformation is a multidimensional change, including changes in organizational structure, work processes, human resource capacity, organizational culture, decision-making mechanisms, and patterns of relationships between the government and the community. Therefore, the success of public service digitalization is highly determined by the organization's ability to integrate technological dimensions with adaptive institutional and leadership capacity (Heeks, 2006; OECD, 2020).

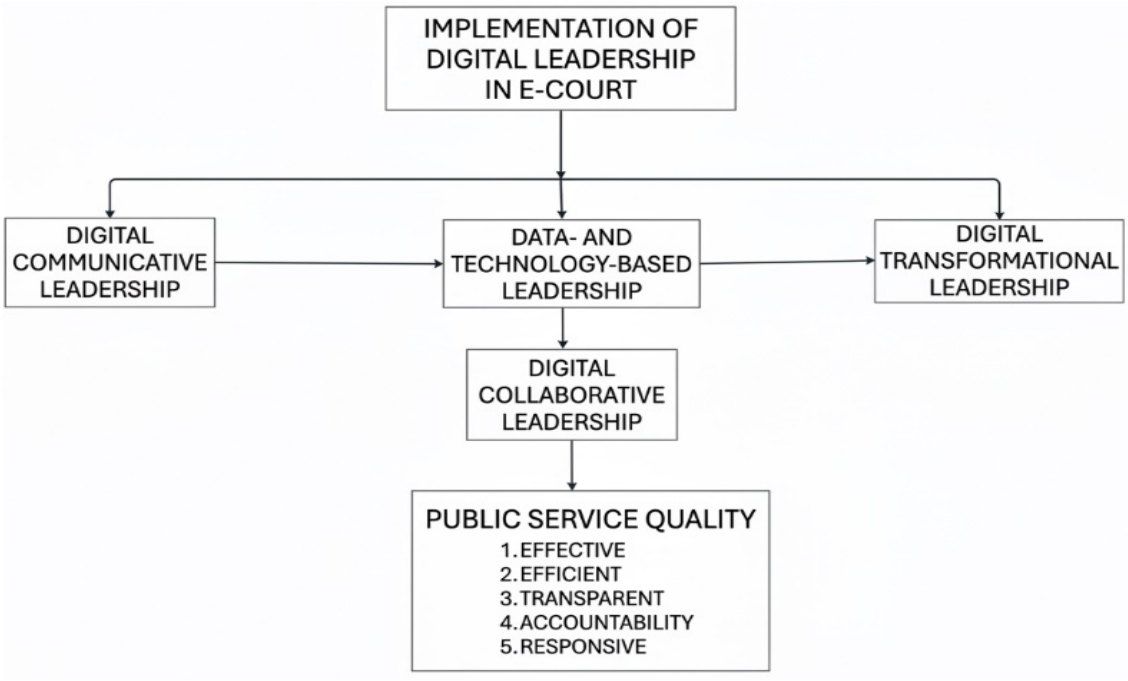
In the implementation of E-Court, digital leadership has a strategic position in directing the judicial service transformation process. Leaders are required not only to be able to optimize the use of information technology, but also manage organizational changes, improve the digital competence of apparatus, utilize data as the basis for decision-making, build digital communication, and develop collaboration between stakeholders. Thus, digital leadership functions as a connecting mechanism between available technological capacity and the achievement of public service goals.

On the other hand, E-Court as a form of e-government implementation provides a digital ecosystem that allows various administrative processes and case services to be carried out electronically. The use of this technology is expected to speed up the service process, increase accessibility, reduce dependence on conventional administrative procedures, increase transparency, and strengthen accountability in the implementation of judicial services. However, the existence of a digital system does not automatically guarantee an improvement in the quality of services. The effectiveness of E-Court is still influenced by organizational readiness, human resource capacity, infrastructure quality, data governance, and leadership ability to manage changes (Heeks, 2006; United Nations, 2024).

Thus, the quality of public services through E-Court is not solely determined by the sophistication of the technology used, but also by the capacity of leadership in directing and managing digital transformation in a sustainable manner. The stronger the digital leadership capacity and the more effective the implementation of e-government, the greater the opportunity for the creation of judicial services that are effective, efficient, transparent, accountable, inclusive, and oriented to the needs of the community. This argument strengthens the research framework that places digital leadership and e-government as two elements that are complementary and mutually reinforcing in realizing the transformation of technology-based public services.

In accordance with the research topic on Implementation of Digital Leadership on the Quality of E-Government-Based Public Services in Indonesia, the diagram below illustrates the model of relationships between variables. It shows that the implementation of digital leadership is supported by several main dimensions that gradually lead to the achievement of public service quality that is effective, efficient, transparent, accountable, and responsive."

Figure 2. Conceptual Framework for the Implementation of Digital Leadership in E-Coure



Source: Results of Analysis and Synthesis of the Conceptual Framework for the Implementation of Digital Leadership in E-Court

Based on the synthesis of e-leadership theory developed by Avolio et al. (2000), the concept of e-government by Indrajit (2002), and the Design–Reality Gap approach developed by Heeks (2006), this study developed a conceptual model called Implementation of Digital Leadership in E-Court. The model is built on the assumption that the success of electronic-based public service transformation is not only determined by the availability of technology, but also by the ability of leaders and organizations to integrate technology, human resources, work processes, information, and relationships between stakeholders**.**

In this context, E-Court is not positioned solely as an application or administrative instrument for conducting cases electronically, but as part of the process of transforming the governance of judicial services. The implementation of E-Court represents a change in service patterns from conventional mechanisms to digital-based services that require changes in business processes, apparatus competencies, communication patterns, information management, and relationships between judicial institutions and service users.

The conceptual model developed in this study consists of four main dimensions of digital leadership, namely: (1) digital communicative leadership; (2) data- and technology-based leadership; (3) digital transformational leadership; and (4) digital collaborative leadership. These four dimensions are not understood as stand-alone constructs, but as interinteracting components in forming the digital leadership capacity needed to support the successful implementation of E-Court and improve the quality of public services.

1. Digital Communicative Leadership

Digital communicative leadership is a dimension that emphasizes the ability of leaders to utilize digital technology to build organizational communication that is effective, open, fast, and oriented to the needs of service users. This dimension is a synthesis between the concept of

e-leadership which emphasizes the use of technology in the leadership and communication process (Avolio et al., 2000), information and communication aspects in the implementation of e-government (Indrajit, 2002), and the information dimension in the Design–Reality Gap approach (Heeks, 2006).

In the context of E-Court services, digital communicative leadership is reflected in the organization's ability to provide accurate, accessible, timely, and easy-to-understand information by service users. Its implementation can be seen through the provision of information about E-Court procedures, case registration mechanisms, service stages, administrative requirements, case status information, and communication channels between the court and service users, among others.

This dimension is important because the quality of digital services is highly dependent on the quality of available information and communication. Effective digital communication can reduce information gaps, increase public understanding of service procedures, and strengthen organizational transparency and accountability. On the other hand, limited digital communication can cause uncertainty, misunderstanding of procedures, and barriers to access to services.

Thus, digital communicative leadership is not only related to the ability of leaders to use digital media, but also to the ability to build a service communication ecosystem that is transparent, inclusive, responsive, and user-oriented to service users.

2. Data-Driven and Technology-Based Leadership

Data-based and technology-based leadership refers to the capacity of leaders to utilize digital technology and data as the basis for decision-making, organizational control, performance evaluation, and service innovation development. In the perspective of e-leadership, technology allows leaders to access and manage information more quickly, while in the perspective of e-government, data and technology are strategic resources in supporting decision-making and improving service quality (Avolio et al., 2000; Indrajit, 2002).

In the implementation of E-Court, this dimension can be observed through the use of case data, service user data, system utilization rate, service completion time, electronic transaction success rate, public complaints, user satisfaction level, and system performance data as the basis for organizational evaluation and decision-making.

The use of this data allows leaders to make evidence-based decision-making, which is decision-making based on empirical evidence and information available in digital systems. Thus, E-Court not only functions as an administrative instrument in the judicial process, but can also be a strategic source of information for organizations to identify problems, measure performance, design improvements, and develop service innovations.

In this context, the success of data- and technology-driven leadership is demonstrated by the organization's ability to transform digital data into relevant information and subsequently use it as the basis for managerial action. This approach is in line with the demands of digital governance that places data as one of the strategic resources in improving the quality of public policies and services (OECD, 2020; United Nations, 2024).

3. Digital Transformational Leadership

Digital transformational leadership is a dimension that emphasizes the ability of leaders to direct organizational change, build digital vision, increase human resource capacity, and create an organizational culture that is adaptive to technological developments. This dimension

is related to leadership characteristics that are able to provide vision, motivation, intellectual stimulation, and support for the organizational change process (Avolio et al., 2000).

Digital transformation is basically not only a technological change, but also a change in the way of thinking, work patterns, organizational culture, work relationship structure, and behavior of apparatus. Therefore, the success of the implementation of E-Court is greatly influenced by the ability of leaders to manage changes and ensure organizational readiness to face the demands of digitalization.

In the implementation of E-Court, digital transformational leadership can be realized through improving the digital competence of the apparatus, organizing training and mentoring, developing a technology-based work culture, providing motivation to the apparatus, and creating space for organizational innovation and learning. Leaders also need to ensure that technological changes do not cause resistance, but can be accepted as part of efforts to improve the quality of judicial services.

The Design–Reality Gap perspective Heeks (2006) strengthens this argument by pointing out that the failure of e-government projects often occurs when there is a gap between the system design and the real condition of the organization, especially related to human resources, organizational culture, institutional structure, work processes, and technological capacity. Therefore, leaders have an important role in narrowing these gaps through adaptive and sustainable change strategies.

The higher the ability of leaders to build digital readiness, improve the competence of the apparatus, and develop an adaptive organizational culture, the more likely it is that the transformation of judicial services through E-Court can be implemented effectively and sustainably.

4. Digital Collaborative Leadership

Digital collaborative leadership is a dimension that emphasizes the ability of leaders to build, coordinate, and maintain cooperation between stakeholders through the use of digital technology. This dimension was developed from the concepts of e-leadership and virtual collaboration (Avolio et al., 2000), the use of applications and system integration in e-government (Indrajit, 2002), as well as aspects of organization, systems, and resources in the Design–Reality Gap approach (Heeks, 2006).

The implementation of E-Court involves various actors who have different functions and interests, both in the internal and external environment of the organization. These actors can include the Supreme Court, courts, judicial apparatus, information technology managers, advocates, related institutions, and the public as service users. The complexity of these actors requires coordination and collaboration mechanisms that are able to ensure the integration of service processes.

In this context, leaders not only play the role of decision-makers, but also integrators and facilitators of digital collaboration. Leaders are required to be able to build trust, coordinate interests between parties, encourage information exchange, and ensure the integration of service systems and processes.

The success of digital collaborative leadership can be seen from the effectiveness of inter-institutional coordination, information integration, data synchronization, system integration, clarity of role sharing, and the organization's ability to build a sustainable digital service network. Thus, digital collaboration is important to ensure that the implementation of E-Court does not run in a fragmentary manner, but becomes part of an integrated judicial service ecosystem.

These four dimensions form a unified digital leadership framework that supports the implementation of E-Court. Digital communicative leadership ensures that service information and communication are available in an open, accurate, and easily accessible manner. Data-based and technology-based leadership ensures that digital data is used as a basis for decision-making and performance evaluation. Digital transformational leadership ensures the readiness of human resources, changes in organizational culture, and the ability of organizations to adapt to technological transformation. Meanwhile, digital collaborative leadership ensures connectivity and coordination between stakeholders in the implementation of digital services. These four dimensions are complementary and interdependent. Good digital communication without data-driven decision-making support has not been able to produce optimal organizational transformation. Similarly, adequate technology and data will not produce quality services if human resources do not have the capacity and readiness to use them. Furthermore, the organization's internal transformation will also not be optimal without collaboration between stakeholders in the digital service ecosystem.

Thus, the implementation of E-Court can be understood as a process of transforming the governance of judicial services that requires integration between leadership, technology, human resources, data, organizational processes, and collaboration between stakeholders. The framework places digital leadership not just as the ability to use technology, but as a strategic capacity to direct change, integrate resources, build collaboration, and ensure that digital transformation produces public value.

Ultimately, the Digital Leadership Implementation model in E-Court developed in this study shows that the success of electronic justice services is not solely determined by the availability and sophistication of technology, but by the ability of leadership to manage the technology as part of organizational transformation and public service governance. From the perspective of public administration, technology must be placed as an instrument to create public value, not as the ultimate goal of digital transformation. Therefore, digital leadership is a strategic factor that connects the capacity of e-government technology with improving the quality of public services.

With this framework, the implementation of E-Court is expected not only to produce more effective and efficient services, but also to strengthen transparency, accountability, accessibility, responsiveness, service integration, and orientation to community needs. This framework also emphasizes that digital transformation in the public sector must ultimately be measured based on its ability to create real value and benefits for the community as service users.

CONCLUSION

This research shows that the implementation of digital leadership is very important in supporting the success of electronic government-based public service changes through the E-Court application in Indonesia. The success of electronic judicial services does not only depend on the technology used, but also on the ability of leaders to lead organizational changes, create a digital work culture, improve employee skills, and encourage innovation in services that suit the needs of the community. In the implementation of E-Court, digital leadership can be seen from the ability of leaders to build good digital communication, use data as a reference in making decisions, provide enthusiasm and encouragement to employees to be able to adapt

to an electronic work system, and strengthen good cooperation between judicial institutions, technology developers, and the public as users of the service.

On the other hand, the implementation of e-government through E-Court shows changes in more modern public services. This is done by providing more accessible information, increasing the transparency of service information, managing case administration electronically, and developing a digital communication system. All of these things aim to increase effectiveness, efficiency, transparency, and accountability in judicial services. Analysis from the perspective of e-government shows that to successfully implement E-Court, integrated support is needed between aspects of information, technology, organizational goals and values, human resource capabilities, management systems, and the existence of supporting resources such as regulations, budgets, and technological infrastructure. Even so, the use of E-Court still experiences various obstacles, such as the lack of digital facilities in some areas, disruptions in technical systems, low levels of digital understanding in some communities, and differences in the level of ability of apparatus to use information technology.

Therefore, strengthening digital leadership is very important to ensure that digital transformation continues in the judicial environment. This research shows that digital leadership and electronic government are two complementary parts and cannot be separated in an effort to improve the quality of public services. The stronger the ability of digital leadership to manage changes and utilize technology, and the better the implementation of electronic government through E-Court, the greater the chance for the formation of public services that are responsive, transparent, effective, efficient, accountable, and prioritize public satisfaction. Therefore, combining digital leadership with electronic government can be a strategic basis for realizing the modernization of judicial services and strengthening the management of digital government in Indonesia.

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