

Digital Transformation in Enhancing Leadership Effectiveness at the Makassar City Regional House of Representatives (DPRD)

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Abstract

This study aims to analyze the role of digital transformation in enhancing leadership effectiveness at the Regional House of Representatives (DPRD) of Makassar City. The rapid advancement of information technology has encouraged public sector organizations to adapt by implementing digital systems in administrative processes, organizational communication, and public service delivery. This research employed a qualitative method with a descriptive approach. Data were collected through in-depth interviews, direct observation, and document analysis involving leaders and employees of the Makassar City DPRD. Data were analyzed using the Miles and Huberman interactive model, which consists of data reduction, data display, and conclusion drawing and verification. The findings indicate that digital transformation has a positive impact on leadership effectiveness by accelerating organizational communication, strengthening work coordination, improving decision-making processes, and increasing the efficiency of administrative services. Nevertheless, several challenges remain, including limited digital competencies among employees, resistance to organizational change, and inadequate technological infrastructure. The study concludes that the successful implementation of digital transformation requires adaptive leadership, continuous human resource capacity development, and the reinforcement of a technology-oriented organizational culture.

Keywords

Digital Transformation, Leadership Effectiveness, Digital Leadership, Public Sector Organization, Makassar City Regional House Of Representatives (DPRD)



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INTRODUCTION

The rapid advancement of digital technology has fundamentally transformed organizational systems across both the private and public sectors. Digital transformation has emerged as a strategic approach to improving organizational effectiveness through the adoption of information and communication technologies

(ICT). Public organizations are increasingly required to adapt to digital developments to enhance the quality of public services, improve work effectiveness, and promote bureaucratic efficiency. As governments continue to embrace digital governance, organizational leaders are expected to integrate digital innovations into administrative processes and decision-making while responding effectively to evolving technological environments (Westerman et al., 2014).

In Indonesia, digital transformation within government institutions has been accelerated through the implementation of the Electronic-Based Government System (Sistem Pemerintahan Berbasis Elektronik—SPBE), which encourages public organizations to integrate digital technologies into governance and service delivery. This policy extends beyond administrative modernization by reshaping leadership practices and organizational management. Consequently, public leaders are increasingly expected to demonstrate adaptability, innovation, and responsiveness in managing digital change while fostering organizational resilience (Presidential Regulation of the Republic of Indonesia No. 95 of 2018).

As a regional legislative institution, the Regional House of Representatives (DPRD) of Makassar City also faces significant challenges in implementing digital transformation to strengthen leadership effectiveness and administrative performance. The adoption of digital technologies in organizational coordination, internal communication, document management, and public information services has become essential for improving institutional effectiveness. Nevertheless, several challenges remain, including limited digital competencies among employees, resistance to organizational culture change, and inadequate technological infrastructure. These issues may hinder the successful implementation of digital transformation initiatives and reduce their impact on organizational performance.

Therefore, this study aims to analyze how digital transformation contributes to improving leadership effectiveness within the Makassar City Regional House of Representatives (DPRD) and to identify the supporting and inhibiting factors influencing its implementation. The findings are expected to provide empirical insights into the role of digital transformation in strengthening leadership capacity and organizational performance within public sector institutions.

Digital transformation refers to the comprehensive organizational change achieved through the integration of digital technologies to enhance efficiency, effectiveness, innovation, and service quality. Rather than merely adopting new technologies, digital transformation involves fundamental changes in organizational strategy, work processes, culture, and leadership practices. Westerman et al. (2014)

argue that successful digital transformation requires organizations to combine technological capabilities with leadership commitment and organizational change management. Similarly, Egodawe, Sedera, and Bui (2022) describe digital transformation as the comprehensive integration of digital technologies capable of reshaping organizational processes, communication patterns, and decision-making systems. In the public sector, digital transformation requires not only technological infrastructure but also digital competencies, adaptive governance, and organizational cultures that support innovation (Ciancarini et al., 2021). Consequently, digital transformation has become a key driver of transparent, accountable, and citizen-oriented public administration.

Leadership effectiveness refers to a leader's ability to influence, direct, coordinate, and motivate organizational members toward achieving organizational objectives efficiently and effectively. According to Robbins and Judge (2023), effective leadership is characterized by strong communication skills, sound decision-making, employee motivation, and the ability to adapt to organizational change. Likewise, Yukl (2020) emphasizes that leadership effectiveness depends on the leader's capacity to build productive relationships, encourage innovation, and manage organizational change successfully. In the digital era, leadership effectiveness increasingly depends on the ability to integrate digital technologies into organizational systems, enabling leaders to respond more quickly, make data-driven decisions, and enhance organizational performance through collaborative and technology-enabled management practices.

Digital leadership represents the capability of leaders to utilize digital technologies strategically in managing organizational processes, facilitating communication, promoting innovation, and improving organizational performance. Avolio, Sosik, Kahai, and Baker (2014) argue that digital leaders employ technology not only to improve communication and collaboration but also to foster organizational learning and innovation. Furthermore, Gonzalez-Varona et al. (2021) highlight that digital leadership plays a critical role in the success of digital transformation by developing employees' digital competencies, encouraging organizational learning, and strengthening an innovation-oriented culture. Within public sector organizations, digital leadership has become an essential determinant of successful electronic government implementation, enabling leaders to manage digital change effectively while enhancing service quality, organizational agility, and administrative effectiveness.

METHODS

This study employed a qualitative research design using a descriptive approach to explore the implementation of digital transformation in enhancing leadership effectiveness at the Regional House of Representatives (DPRD) of Makassar City. A qualitative approach was selected because it enables researchers to gain an in-depth understanding of participants' experiences, perceptions, and organizational practices related to digital transformation and leadership. According to Creswell and Poth (2018), qualitative research is appropriate for exploring and interpreting the meanings individuals or groups assign to social and organizational phenomena. The descriptive approach was adopted to provide a comprehensive depiction of the implementation of digital transformation, leadership practices, and the supporting and inhibiting factors influencing organizational change within the DPRD of Makassar City.

The research was conducted at the Regional House of Representatives (DPRD) of Makassar City, Indonesia. This institution was purposively selected because it has gradually implemented digital technologies to improve administrative services, organizational coordination, and governance. Data collection was conducted over approximately two months, encompassing preliminary observation, interviews, document collection, and data analysis.

The study focused on four major aspects: (1) the implementation of digital transformation within the DPRD of Makassar City; (2) leadership effectiveness in supporting digital transformation; (3) organizational factors facilitating and constraining digital transformation; and (4) strategies for enhancing leadership effectiveness through digital transformation.

Participants were selected using purposive sampling, a technique commonly employed in qualitative research to identify individuals possessing relevant knowledge and direct experience regarding the phenomenon under investigation (Patton, 2015). The informants included members of the DPRD leadership, officials from the DPRD Secretariat, administrative personnel, information technology staff, and employees directly involved in the implementation and operation of digital systems. These participants were considered capable of providing rich and credible information concerning organizational digital transformation and leadership practices.

The study utilized both primary and secondary data sources. Primary data were obtained through in-depth semi-structured interviews and direct observations conducted within the research setting. Secondary data were collected from organizational documents, official reports, digital archives, government regulations

related to digital government implementation, academic journals, books, and other relevant scholarly publications.

Data were collected using three complementary techniques. First, non-participant observation was conducted to examine daily organizational activities, digital system utilization, communication patterns, leadership practices, and administrative processes. Second, semi-structured in-depth interviews were carried out to obtain detailed information regarding participants' experiences, perceptions, challenges, and strategies related to digital transformation and leadership effectiveness. Third, documentation was employed to collect organizational records, policy documents, meeting reports, digital archives, photographs, and other supporting materials relevant to the research objectives.

The collected data were analyzed using the interactive model developed by Miles, Huberman, and Saldaña (2020), consisting of three interconnected stages: data condensation, data display, and conclusion drawing and verification. During data condensation, interview transcripts, observation notes, and documentary evidence were selected, coded, simplified, and organized according to the research focus. Subsequently, the condensed data were presented through narrative descriptions and thematic categories to facilitate interpretation and identify relationships among emerging concepts. Finally, conclusions were drawn and continuously verified throughout the analytical process to ensure consistency, credibility, and alignment with the collected evidence.

To ensure the trustworthiness of the findings, triangulation techniques were employed. Source triangulation was conducted by comparing information obtained from different categories of participants. Methodological triangulation involved comparing findings derived from interviews, observations, and documentary analysis. Time triangulation was implemented by collecting data at different periods to examine the consistency and stability of participants' responses and organizational conditions.

This study also adhered to established research ethics principles. Prior to data collection, informed consent was obtained from all participants. Participants were informed about the objectives of the study, their voluntary participation, and their right to withdraw at any stage of the research process. Confidentiality and anonymity were strictly maintained by protecting participants' identities and ensuring that all collected data were used exclusively for academic research purposes.

FINDINGS AND DISCUSSION

The findings indicate that digital transformation has been progressively implemented within the Regional House of Representatives (DPRD) of Makassar City across several organizational functions, including administrative services, internal communication, digital document management, and employee coordination. The implementation primarily involves electronic administrative applications, digital communication platforms, and electronic document management systems designed to improve organizational efficiency and service quality. This transformation has shifted organizational processes from conventional paper-based procedures toward integrated digital workflows, enabling faster information exchange, more effective interdepartmental coordination, and greater administrative efficiency. These findings are consistent with the view that digital transformation in the public sector extends beyond technological adoption to encompass organizational culture, governance, and bureaucratic reform (Ciancarini et al., 2021).

The interview data further revealed that digital systems have significantly facilitated employees' access to organizational documents, accelerated reporting procedures, and enabled communication regardless of geographical and temporal limitations. Consequently, organizational performance has improved through more efficient workflows and enhanced administrative responsiveness. These findings support previous studies demonstrating that digital transformation contributes to improving accessibility, efficiency, transparency, and accountability in public service delivery (Natika, 2023).

The study also demonstrates that digital transformation has positively influenced leadership effectiveness within the DPRD of Makassar City. The integration of digital technologies has enabled organizational leaders to communicate more efficiently, coordinate organizational activities, supervise employees effectively, and make timely decisions based on readily available information. Compared with traditional administrative systems, digital platforms have substantially reduced communication delays and facilitated more responsive organizational management. Leaders reported that digital communication applications and electronic administrative systems improved interactions with employees while strengthening organizational coordination and decision-making processes.

These findings reinforce the concept of digital leadership, which emphasizes the strategic use of digital technologies to enhance organizational communication, collaboration, and innovation. Previous studies have similarly concluded that digital leadership plays a crucial role in supporting digital transformation initiatives within public institutions by improving organizational responsiveness and service effectiveness (Setiadi, 2022). Furthermore, Yukl (2020) argues that leadership effectiveness is closely associated with leaders' capacity to manage organizational change, encourage innovation, and adapt to evolving work environments. In the context of digital transformation, these competencies become increasingly essential as leaders are expected to foster technological adaptation while maintaining organizational performance.

Several factors were identified as facilitating the successful implementation of digital transformation at the DPRD of Makassar City. Strong commitment and support from organizational leaders emerged as the most influential enabling factor. Leadership commitment encouraged employees to embrace technological change and promoted the adoption of digital working practices throughout the organization. The availability of information technology infrastructure—including computers, internet connectivity, and digital administrative applications—also contributed substantially to implementation success. In addition, many employees demonstrated adequate adaptability to digital technologies, allowing organizational processes to transition smoothly toward digital operations. Organizational demands for greater efficiency, faster administrative services, and improved coordination further accelerated the adoption of digital transformation initiatives. These findings are consistent with Hendriyaldi et al. (2022), who emphasize that effective digital transformation in government institutions depends upon leadership commitment, technological readiness, and organizational capability.

Despite these positive developments, the study also identified several challenges affecting digital transformation implementation. One of the primary obstacles involves the limited digital competencies of some employees, indicating the need for continuous education and professional development. Resistance to organizational change also remains evident among employees who continue to prefer conventional administrative procedures over digital systems. Additionally, technological infrastructure has not yet reached optimal levels, particularly regarding internet stability and the availability of supporting digital facilities. Participants further highlighted the limited provision of structured digital training programs, which has resulted in uneven digital capabilities across organizational units. These findings align with previous research suggesting that the primary barriers to digital transformation within public organizations include insufficient human resource readiness, technological infrastructure limitations, and resistance to organizational change (Sisilianingsih, 2023).

Based on the empirical findings, several strategic efforts can further enhance leadership effectiveness through digital transformation. First, continuous digital competency development programs should be implemented to improve employees' technological capabilities. Second, organizations should cultivate an innovation-oriented digital culture that encourages collaboration, adaptability, and continuous learning. Third, investments in technological infrastructure should be strengthened to ensure reliable and integrated digital services. Fourth, organizational leaders should continue to demonstrate strong commitment toward digital innovation by promoting technology adoption and supporting organizational change initiatives. Finally, electronic administrative systems should be continuously optimized to improve operational efficiency, organizational transparency, and service quality.

Overall, the findings indicate that digital transformation has made a substantial contribution to improving leadership effectiveness within the DPRD of Makassar City. Through enhanced organizational communication, improved coordination, more efficient

decision-making, and streamlined administrative services, digital transformation has strengthened organizational performance while supporting more adaptive and responsive leadership. Nevertheless, the sustainability of these improvements depends upon continued investments in digital infrastructure, employee competency development, and organizational readiness for ongoing technological change. These findings support Gonzalez-Varona et al. (2021), who argue that successful digital transformation is determined not only by technological adoption but also by the development of digital competencies, organizational learning, and a culture that encourages continuous innovation.

This study concludes that digital transformation has significantly contributed to enhancing leadership effectiveness within the Regional House of Representatives (DPRD) of Makassar City. The adoption of digital technologies has improved administrative efficiency, facilitated organizational communication, strengthened coordination among employees, and enabled leaders to make faster and more informed decisions. Leadership effectiveness has increased through greater responsiveness, improved supervision, and enhanced organizational collaboration supported by digital platforms. The successful implementation of digital transformation has been facilitated by leadership commitment, adequate technological infrastructure, employee adaptability, and organizational demands for greater efficiency. However, several challenges remain, including limited digital competencies among employees, resistance to organizational change, inadequate technological infrastructure, and insufficient digital training programs. Therefore, strengthening digital capacity-building initiatives, improving technological infrastructure, fostering an innovation-oriented organizational culture, and reinforcing leadership commitment are essential for sustaining digital transformation and improving organizational performance within public sector institutions.

CONCLUSION

Research findings indicate that digital transformation within the Makassar City Council (DPRD) has positively contributed to enhancing organizational leadership effectiveness. The implementation of digital technology in administrative systems, internal communication, document management, and work coordination has improved efficiency and accelerated the flow of information within the organization.

Digital transformation also bolsters leadership effectiveness by enhancing leaders' capabilities in communication, supervision, coordination, and decision-making—enabling these processes to be faster, more flexible, and data-driven. The use of digital technology helps foster work patterns that are more responsive to organizational needs and the evolution of the modern work environment.

However, the implementation of digital transformation at the Makassar City Council still faces several challenges, such as limited staff digital competence, resistance to changes in work systems, and technological infrastructure that is not yet

fully optimized. These conditions demonstrate that the success of digital transformation depends not only on the availability of technology but also on human resource readiness and an organizational culture that adapts to change.

Therefore, sustained efforts are required—including enhancing staff digital competence, strengthening information technology infrastructure, and securing innovative and adaptive leadership support—to drive the organization's digital transformation. Ultimately, digital transformation is expected to facilitate the creation of government organizational governance that is more effective, efficient, transparent, and responsive to public service needs.

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