

A Literature Review on Digital Leadership Strategy for Transparent, Participatory, Efficient, and Responsive Public Services in Indonesia

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Abstract

This literature review aims to examine strategic factors of digital leadership that influence the four service dimensions in the context of the Indonesian public sector. Despite significant investments in digital government, Indonesia still ranks 77th globally in the UN E-Government Survey 2024 with persistent service quality gaps across transparency, participation, efficiency, and responsiveness. Through a theory-based thematic content analysis guided by the Public Service Motivation Theory and the E-Government Success Model, this study analyzes 19 Scopus core articles (2019-2025) using keyword (digital leadership OR e-leadership OR digital governance) AND (public service* OR e-government) AND (transparency OR participation OR efficiency OR responsive*) AND (Indonesia OR developing countr* OR Southeast Asia). The analysis reveals four critical strategic factors: Digital Literacy and Technological Competence, Innovation-Based and Adaptive Leadership, Strategic Communication and Stakeholder Engagement, and Collaborative Governance and Network Leadership. These findings were synthesized into the Digital Leadership Conceptual Model for Public Service Excellence, which maps the relationships between contextual factors, strategic capabilities, mediating mechanisms, and service outcomes. This model provides an empirically based framework for Indonesian policymakers to assess capabilities, design targeted interventions, and benchmark progress toward a transparent, participatory, efficient, and responsive public service.

