

TRANSFORMATIONAL LEADERSHIP IN THE DIGITAL ERA: ENHANCING PUBLIC SERVICE DELIVERY THROUGH E-GOVERNMENT INNOVATION IN SOUTHEAST SULAWESI PROVINCE

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Abstract: This study investigates the role of transformational leadership in driving e-government initiatives with a focus on the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) in Southeast Sulawesi, Indonesia. The primary objective is to explore how leadership practices influence employee engagement, motivation, and the successful implementation of e-government. A qualitative descriptive research approach was employed, using semi-structured interviews with eight informants and direct observation of organisational practices. The study finds that transformational leadership plays a crucial role in motivating employees, ensuring clear communication of the e-government vision, and fostering an innovation-driven culture. Leaders at DPMPTSP actively involve employees in decision-making processes, build trust, and reduce resistance to technological change, significantly contributing to the success of digital initiatives such as the Online Single Submission (OSS) and Sistem Pelayanan Terpadu (SISPADU). This research highlights the importance of leadership in the human aspects of digital transformation, especially in regions with limited technological infrastructure. The findings indicate that transformational leadership not only facilitates the adoption of e-government but also enhances the overall efficiency and accessibility of public services. These insights are valuable for public sector leaders aiming to implement similar digital strategies and overcome challenges associated with technology adoption.

Keywords: Transformational leadership; e-government; digital transformation; public service

1. Introduction

The digital transformation of public services has become a key focus in improving governance, efficiency, and service delivery in the digital age. Essentially, this transformation is based on the concept of e-government, which leverages digital technology to improve accessibility, transparency, and effectiveness in public administration. However, the successful implementation of e-government initiatives often requires more than just the adoption of new technology—these initiatives also demand an understanding of the human and organizational factors that shape how technology is implemented and accepted. Transformational leadership, a leadership style known for its ability to inspire and motivate employees, plays a crucial role in driving this transformation. In the context of public administration, transformational leaders are not only tasked with adopting technological innovations but also ensuring that their employees are equipped, motivated, and committed to the success of these digital initiatives.

Recent studies have highlighted the importance of leadership in the digital transformation of the public sector. Transformational leadership, with its fundamental focus on inspiring transformation and propelling innovation, is well-suited to this purpose. The existing research suggests that leaders who adopt a transformational approach can bridge the gap between traditional operational methods and the demands of digital technology. This ability is therefore key to the effective implementation of e-government strategies (Montasser et al., 2023; Probojakti et al., 2024; Huang et al., 2023; Abdul-Salam et al., 2024). Additionally, transformational leaders are known for their ability to build an organisational culture that not only embraces change but also actively drives it. The ability to inspire innovation and motivate employees plays a crucial role in the success of transitioning from traditional service delivery methods to more digital and efficient models (Srivastava et al., 2023; Gyamerah et al., 2025; Asmorowati et al., 2025).

As the public sector continues to evolve in response to technological advancements, it is increasingly recognized that leadership is a key factor influencing the success of digital initiatives. Transformational leaders are seen as agents of change, capable of creating an environment where digital technologies can thrive and be fully integrated into everyday public administration practices. Studies have also highlighted the importance of transformational leadership in fostering a culture of engagement and collaboration, which is crucial when implementing complex digital systems that require input and cooperation from various stakeholders within public organizations (Nawafleh et al., 2025; Engkus, 2025). Therefore, transformational leadership is instrumental not just for today's digital initiatives but also for laying a foundation for future technological advancements in public administration (Cuevas-Vargas, 2025). In this sense, transformational leadership serves as a catalyst not only for technological adoption but also for developing the skills and attitudes that employees need to adapt to the changing landscape of digital governance.

Despite the growing recognition of the role of leadership in digital transformation, significant challenges remain in ensuring the successful integration of e-government systems. One of the key issues lies in managing the human aspect of technological change. While technological solutions can enhance efficiency and improve service delivery, they are only effective if employees are motivated, trained, and committed to their successful implementation. Transformational leaders play a crucial role in addressing these challenges by fostering a supportive and inclusive work environment where employees feel empowered to engage with and contribute to the digital transformation process (Cuya & Bayona-Oré, 2021; Solberg et al., 2020). However, despite the recognized importance of transformational leadership, the relationship between leadership practices and successful e-government implementation is still underexplored, particularly in the context of developing regions where institutional and infrastructural challenges may further complicate the process (Apriliyanti et al., 2020; Montasser et al., 2023).

The research problem discussed in this study relates to understanding how transformational leadership can influence the adoption and implementation of e-government strategies in public sector organizations. Although the technological and organizational challenges associated with e-government have received considerable attention, human factors—including employee motivation, involvement, and adaptability—have not been adequately researched. This study aims to address a significant yet under-researched gap in the academic literature by focusing on the role of leadership in ensuring employee acceptance of new technologies and maintaining their commitment throughout the implementation process. It is important to understand how transformational leadership can address these human-centered challenges, particularly in fostering motivation, commitment, and engagement among employees during periods of digital transformation.

Several studies suggest that improving the effectiveness of e-government depends on developing effective communication between leaders and employees, improving digital skills training, and meeting employee needs (Bartsch et al., 2021; Tangi et al., 2021). Leaders must articulate a coherent vision for digital transformation and provide the necessary resources and support to help employees cope with the challenges associated with adopting new technologies (Ly, 2023). Additionally, efforts to enhance the integration of e-government systems and improve user interfaces can facilitate the implementation process, ensuring that employees and citizens benefit from improved services. Therefore, a comprehensive approach that combines technological advancements and leadership strategies prioritizing human involvement is essential to maximize the benefits of e-government.

It is evident from a comprehensive review of extant literature on the subject that there is a strong emphasis on the importance of transformational leadership in encouraging the adoption of digital technologies in public organizations. Research indicates that leaders who foster a culture of innovation, collaboration, and learning are more likely to succeed in facilitating digital transformation by ensuring that employees are actively engaged in the process. Research has demonstrated that transformational leadership behaviors, such as providing clear communication, offering support, and encouraging creative thinking, can

significantly enhance employee motivation and reduce resistance to change (Hjelholt, 2024; Probojakti et al., 2024). By fostering an inclusive environment in which employees feel their contributions are valued, transformational leaders can help build the necessary trust and commitment for successful digital adoption (Aminah & Saksono, 2021; Chang & Octoyuda, 2024).

The extant literature highlights the importance of aligning leadership strategies with the specific needs of public sector organizations to ensure the successful implementation of e-government. Despite numerous studies focusing on the technical and organizational elements of digital transformation, there is a discernible lack of understanding regarding how leadership, particularly transformational leadership, impacts the human factors essential for effective digital adoption. The discrepancy is especially pronounced in developing regions, where the challenges of digital infrastructure, employee skills, and organizational resistance may be more pronounced. The present study aims to address this gap by exploring how transformational leadership can influence the successful implementation of e-government in the DPMPTSP (Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu) of Southeast Sulawesi Province, with a focus on the specific challenges faced in this context.

The primary objective of this study is to examine the influence of transformational leadership on the implementation of e-government policies in public service delivery, particularly in Southeast Sulawesi. This study will investigate the impact of leadership practices on employee motivation, engagement, and acceptance of digital technology within the public sector context. Moreover, this study will identify the main obstacles to the successful implementation of e-government and propose solutions to overcome these challenges through effective leadership strategies. What is new about this study is its focus on the human aspect of digital transformation and the important role of leadership in ensuring that employees are motivated and committed to the success of digital initiatives. By examining these factors, this study aims to provide new insights into the role of leadership in facilitating effective digital governance.

Digital transformation in the public sector is a multifaceted process that involves combining technological solutions with effective leadership strategies. Transformational leadership has been identified as a key factor in driving this change by motivating employees, fostering an innovative culture, and addressing human factors that are critical to the success of digital adoption. This study examines these dynamics in Southeast Sulawesi, providing valuable insights into how transformational leadership can support the implementation of e-government and enhance public services. The objectives of this research are to enhance understanding of the correlation between leadership and digital transformation, and to provide practical recommendations for public sector leaders seeking to address the challenges of the digital age.

2. Method

This study employs a qualitative descriptive research approach to explore the role of transformational leadership in public service organisations, particularly about the implementation of e-government in the public sector. The study was conducted in the context of the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) in Southeast Sulawesi, Indonesia. The primary focus of this study is to examine how transformational leadership affects the implementation of e-government initiatives and enhances the delivery of public services. This method enables an in-depth analysis of the complex dynamics between leadership and technology adoption within a specific public administration context.

Qualitative descriptive research is often employed to gain a deeper understanding of complex phenomena, particularly in contexts where researchers aim to explore participants' perceptions and experiences. According to Creswell (2017), qualitative research is beneficial for studying objects in their natural environment, with the researcher acting as the primary instrument for data collection. This study employs qualitative descriptive research, which

provides flexibility to explore the experiences of employees at the DPMPTSP and how these experiences are influenced by transformational leadership within the context of digital transformation.

The research design employed in this study adopts a flexible approach that facilitates in-depth exploration of the dynamics between leadership styles and the adoption of e-government technology. This approach aligns with the methodologies outlined by Montasser et al. (2023), which involve adaptive research designs that aim to capture detailed and contextual insights into leadership behaviour and organisational change processes. The present study examines how leadership influences employee engagement with technology and drives innovation in service delivery, focusing on public sector transformation through digital tools such as OSS (Online Single Submission) and SISPADU (Sistem Pelayanan Terpadu).

The scope of this research is concentrated on the DPMPTSP of Southeast Sulawesi Province, where the implementation of e-government is an ongoing process. This study specifically examines the role of transformational leadership in creating an environment that supports the adoption of technology and enhances employee engagement in e-government initiatives. The objective of the research is to evaluate the impact of leadership on public service quality and to identify challenges encountered during digital transformation. Transformational leadership is often associated with increased motivation, innovation, and organisational commitment (Al-Khayari et al., 2024; Montasser et al., 2023). This study aims to explore how these outcomes manifest in the context of e-government projects.

The present study utilised a combination of primary and secondary data sources to collect relevant information. Primary data were gathered through semi-structured interviews with eight key participants from DPMPTSP. The participants in question comprised the department head, staff members, and administrators responsible for managing digital platforms, including OSS and SISPADU. Purposive sampling was employed to select participants based on specific criteria relevant to the research objectives. Purposive sampling, as defined by Creswell (2017), is a non-probability sampling technique in which participants are selected based on their knowledge, experience, or roles that align with the research questions. In this instance, participants were selected based on their direct involvement with transformational leadership practices or their experience with e-government projects. The participants selected for this study provided valuable insights into the dynamics of leadership during the digital transformation of public services.

In addition to conducting interviews, secondary data were collected through observation of day-to-day operations at DPMPTSP and analysis of existing organisational documents, such as reports, strategic plans, and training materials related to e-government implementation. The utilisation of multiple data sources has been demonstrated to enhance the credibility and depth of research findings (Miles & Huberman, 1992). This assertion is supported by their model of interactive data analysis, which encompasses data reduction, data display, and drawing conclusions and verifying them.

While the qualitative descriptive approach provides valuable insights, it is important to acknowledge some limitations of the study. The primary limitation of the present study is the relatively small sample size, which may not fully represent the diversity of leadership practices across all public sector organisations in Southeast Sulawesi. Purposive sampling is a methodical process that ensures the selection of participants with rich, relevant experiences that significantly contribute to understanding the research topic. Furthermore, the study's exclusive focus on a single department within a single province means that the findings may not be fully generalisable to other public sector contexts. However, the in-depth nature of the

research enables a comprehensive understanding of the specific leadership dynamics within the DPMPTSP of Southeast Sulawesi, providing valuable insights for practitioners in similar organisational settings.

3. Results

The findings of this study demonstrate the critical role of transformational leadership in fostering successful e-government initiatives within public sector organizations. This section explores the key findings related to the leadership dynamics observed at the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) of Southeast Sulawesi Province, Indonesia. A series of in-depth interviews with employees, as well as observations of organizational practices, were conducted to identify several core aspects of transformational leadership. These aspects were found to be crucial for the successful implementation of e-government services, the enhancement of public service delivery, and the motivation of employees to participate in digital transformation processes. The findings of this study align with the overarching objective of this research project, which is to examine how transformational leadership influences the adoption and impact of e-government initiatives.

Transformational leadership is a catalyst for successful e-government implementation.

A pivotal component of transformational leadership observed within the DPMPTSP is the capacity of leaders to articulate a persuasive vision for e-government initiatives. Transformational leaders fulfil a pivotal role in motivating their teams by providing a clear vision that aligns with organizational goals and the expectations of the public. As emphasized by Montasser et al. (2023), articulating a comprehensive vision for digital transformation is imperative for mobilizing stakeholders and ensuring their active involvement in the change process. This vision must align with the values of employees, fostering a sense of connection to the overarching objectives of innovation and progress. The interviews conducted for this study revealed that leaders at DPMPTSP actively communicated their vision for e-government and sought to inspire their teams by illustrating how these digital initiatives could enhance the quality and efficiency of public services.

For instance, the head of the department, despite holding additional responsibilities as the Acting Regent of Buton Utara, consistently allocated time for regular meetings with staff to discuss the goals and progress of the e-government initiative. According to one member of staff, *"He always made time to communicate with us, even though he had a busy schedule as the Acting Regent of Buton Utara. His commitment to meeting regularly motivated us to work harder and stay engaged in our tasks"* (Interview with Asmawati Abdullah, Kasubag Umum dan Kepegawaian, DPMPTSP Provinsi Sultra). This demonstrates how leaders can build trust and motivation by ensuring clear, consistent communication of the organization's vision. Transformational leaders, by contrast, align the team with a shared goal, ensuring that employees understand the purpose behind e-government projects and their role in achieving success.

A defining feature of transformational leadership is the ability to motivate and inspire employees to embrace change, particularly in the context of e-government adoption. This motivation was evident at DPMPTSP, where the department head's efforts to foster engagement with e-government initiatives contributed significantly to the high levels of employee commitment. As one of the participants stated, *"He always motivated us and encouraged us to actively participate in decision-making. Despite the challenges encountered by the e-government initiative, the leadership demonstrated effective engagement and motivation strategies, fostering a sense of contribution among the team members"* (Interview with Erwin,

Analisis Perencana, DPMPTSP Provinsi Sultra). This finding is consistent with the assertion by Montasser et al. (2023) that transformational leaders inspire employee commitment through consistent support and recognition of their contributions.

The significance of motivation in promoting innovation and commitment to change has been extensively documented in the extant literature (Ly, 2023). The consistent motivation provided by transformational leaders, coupled with opportunities for employees to voice their opinions, has been shown to reduce resistance to technological changes. Despite the challenges posed by delays in integrating new systems, staff demonstrated a strong commitment to the overarching objective of enhancing public service delivery. The ability of leaders to ensure the team remained focused on the long-term benefits of e-government initiatives proved instrumental in maintaining morale and commitment throughout the process.

Employee Involvement, Trust and Innovation in E-Government Implementation

Transformational leadership is characterized by its focus on intellectual stimulation, encouraging employees to think creatively and contribute innovative ideas. At DPMPTSP, this aspect of leadership was particularly evident in the way leaders actively involved staff in the development and implementation of new technologies, such as the SISPADU (Sistem Pelayanan Terpadu) and OSS (Online Single Submission) systems. As one staff member explained, *"Our leader always listens to our ideas and innovations. Despite the challenges encountered, he ensured our involvement in the process, whether it was for the development of new systems or the enhancement of existing ones"* (Interview with Erwin, Analisis Perencana, DPMPTSP Provinsi Sultra). This involvement created a sense of ownership among the employees, fostering a culture of innovation and collaboration that aligns with the literature on the importance of intellectual stimulation in transformational leadership (Guerra & Valle, 2024).

The emphasis on creativity and innovation was twofold: firstly, to encourage the generation of new ideas, and secondly, to ensure that these ideas were implemented in practical ways. For instance, leaders at DPMPTSP did not merely accept ideas; they engaged in discussions about their feasibility, ensuring that any new initiatives were aligned with the department's goals and resources. The integration of employee involvement in the decision-making process was found to be a pivotal factor in the success of e-government platforms. This involvement ensured that the developed solutions were both innovative and practical, catering to the specific needs of the public sector.

Another crucial aspect of transformational leadership in the context of e-government implementation is the ability to build trust and transparency. This was a recurring theme throughout the interviews, in which participants expressed how the leadership at DPMPTSP fostered an environment of openness and accountability. Trust is a concept that is of pivotal significance in the context of leadership, with the commitment to transparency by leaders being a primary element in its establishment. This commitment is particularly relevant in the context of data security and the ethical use of technology. As Idris, an Administrator for the OSS Application, noted, *"When citizens submit their data through the OSS system, we ensure their privacy is protected. Clear communication is maintained with the users regarding the utilisation of their data, thereby fostering trust in the e-government services provided"* (Interview with Idris, Administrator OSS, DPMPTSP Provinsi Sultra).

This focus on transparency reflects key elements of transformational leadership that emphasize ethical behavior and openness. Transformational leaders at DPMPTSP prioritized transparency in communication and operations, enhancing the functionality of e-government systems and establishing a robust foundation of trust with the public. Trust is an essential component for the success of digital transformation initiatives, as citizens need to feel

confident that their personal information is secure and that the systems are reliable (Winasis et al., 2021). This finding is consistent with the extant literature, which emphasizes the pivotal role of leadership in ensuring the ethical application of technology and in engendering public confidence in digital systems (Chung et al., 2022).

The implementation of e-government systems in DPMPTSP has also had a significant impact on the efficiency and effectiveness of public service delivery. A salient finding of this study is that transformational leadership played a crucial role in the development of user-friendly e-government platforms, leading to substantial improvements in the accessibility and efficiency of public services. As one of the administrators noted, *"The OSS system has facilitated citizens' access to services, enabling them to access services at any time and location without the need to wait in long queues or deal with the limited hours of offline services"* (Interview with Idris, Administrator OSS, DPMPTSP Provinsi Sultra).

The implementation of digital platforms, such as OSS and SISPADU, has resulted in a significant reduction in the time required for processing permits and applications. Furthermore, it has led to a substantial minimization of operational costs associated with paper-based documentation. The transition to digital systems has also enhanced accountability and transparency in the public service process, as data and information can now be accessed in real time, allowing both the government and the public to monitor service progress more effectively (Sayegh et al., 2022).

Despite these achievements, challenges persist in implementing e-government, particularly regarding the need for advanced training for employees and ensuring comprehensive system integration. As Erwin noted, *"We encountered difficulties with the integration of SISPADU, particularly following its rejection by the governor due to its lack of integration and the necessity for further training. However, the initiative was maintained and driven forward by the leader"* (Interview with Erwin, Analis Perencana, DPMPTSP Provinsi Sultra). This finding is indicative of the resilience of transformational leadership in addressing setbacks by maintaining focus on the long-term vision and continuing to engage employees in the problem-solving process (Makki & Alqahtani, 2022). Through continuous feedback and improvement, transformational leaders at DPMPTSP have ensured that the e-government systems are progressively refined, allowing for better functionality and user experience.

The findings of this study highlight the pivotal role of transformational leadership in driving the adoption and success of e-government initiatives. The leaders at DPMPTSP exhibited key transformational traits, including a clear vision, effective articulation, motivational support, employee involvement, and the fostering of trust. These qualities played a substantial role in the successful implementation of digital platforms. These findings emphasize the significance of transformational leadership in optimizing public service delivery through e-government, underscoring how leadership can surmount challenges by continuously engaging and motivating staff, ensuring transparency, and fostering innovation. The study's findings offer valuable insights for public sector leaders seeking to implement e-government initiatives in other contexts.

4. Discussion

The findings from this study highlight the significant role transformational leadership plays in driving successful e-government initiatives, particularly in regions with limited technological resources, such as Southeast Sulawesi, Indonesia. This section examines how transformational leadership influences e-government adoption, including its impact on

employee motivation, trust-building, innovation, and overcoming barriers in developing regions.

Transformational leadership in the context of e-government adoption and overcoming associated barriers

A key finding of this research is the role of transformational leadership in articulating a clear vision for e-government initiatives, which is crucial in regions with limited technological infrastructure. As argued by Apriliyanti et al. (2020), leaders who articulate a clear vision for digital transformation can ensure that all stakeholders are aligned and motivated towards common goals. At DPMPTSP, leaders have consistently communicated their vision for e-government, thereby motivating employees to engage in the transformation process. This alignment was pivotal in ensuring that employees comprehended not only the technological changes but also the overarching objectives of enhancing public service delivery. Transformational leaders, therefore, play a crucial role in defining and communicating the strategic direction of digital initiatives, which serves to rally support and direction among employees and other stakeholders.

In addition to articulating a vision, transformational leadership facilitates the establishment of trust and reduces resistance to change. Ly (2023) emphasizes that emotional intelligence, a hallmark of transformational leadership, enables leaders to empathize with employees' concerns about technological changes. At DPMPTSP, leaders addressed employees' concerns regarding the new e-government systems—such as OSS and SISPADU—through open communication and transparency. By cultivating an environment characterized by trust, transformational leaders were able to mitigate resistance and foster employee confidence in the digital transformation process. This approach was imperative in overcoming initial reluctance and ensuring that employees felt secure and valued as they navigated the technological shift.

Empowering Employees and Fostering Innovation

The empowerment and involvement of employees in the decision-making process were identified as a pivotal aspect of transformational leadership at DPMPTSP. Montasser et al. (2023) posit that transformational leaders who engage employees in the formulation of digital initiatives can enhance their sense of ownership and commitment to these projects. In this study, DPMPTSP leaders proactively engaged employees in the development of e-government systems, thereby ensuring that staff had a voice in the design and implementation of these initiatives. This involvement has been shown to motivate employees and to produce innovative solutions tailored to the specific needs of the public sector. Transformational leaders have been shown to foster a culture of innovation by empowering employees (Jones, 2019). This has been demonstrated to encourage staff to contribute ideas and creatively address challenges, such as delays in system integration and the need for further training.

Transformational leadership emphasizes innovation, continuous learning and skill development. Transformational leaders at DPMPTSP recognized the necessity for training and professional development to address the skills deficit in a region with inadequate technological infrastructure. As Mutambik et al. (2022) observe, investing in training is imperative for enabling public sector employees to adapt to new digital systems. By ensuring that staff received the necessary training and resources, leaders enhanced the organization's capacity to implement e-government systems and demonstrated their commitment to employee growth. This strategic emphasis on skill development and knowledge sharing enabled DPMPTSP to effectively address the challenges posed by digital transformation, thereby fostering the

establishment of an adaptive organizational culture capable of responding to the evolving technological landscape.

Comparison with Other Regional and Global Contexts

The findings from Southeast Sulawesi are consistent with broader trends in transformational leadership observed in other regions. In Southeast Asia, transformational leadership has been demonstrated to exert a substantial influence on employee motivation to adopt e-government, as evidenced in Indonesia and Malaysia, where leaders effectively engage employees in digital initiatives (Ly, 2023). Furthermore, the collaborative approach to stakeholder engagement in Southeast Sulawesi is analogous to the successful e-government projects observed in neighboring countries, where multi-stakeholder involvement is pivotal to overcoming resource limitations and ensuring that digital solutions meet the needs of local communities (Arief et al., 2021).

However, the specific challenges faced by Southeast Sulawesi highlight the unique context in which transformational leadership is applied. In contrast to urban centers such as Singapore, where infrastructure supports rapid digital transformation, Southeast Sulawesi faces infrastructural challenges that necessitate more grassroots strategies. Consequently, leaders in Southeast Sulawesi must adopt flexible approaches to transformational leadership, addressing local constraints while still maintaining a focus on employee empowerment, trust-building, and innovation. The findings suggest that while transformational leadership remains a central force in overcoming barriers to e-government adoption, the context-specific challenges in developing regions require leadership strategies that are tailored to the specific needs of the region, balancing technological needs with the development of human capital and organizational culture.

These comparative findings are consistent with global research on the role of transformational leadership in fostering innovation and adaptability within public sector organizations. As Engkus (2025) emphasizes, successful transformation in the public sector is contingent not solely on technological factors but also on how leaders oversee the human dimensions of change. Transformational leadership, with its emphasis on emotional intelligence, communication, and empowerment, enables public organizations to embrace technological change and drive sustainable improvements in service delivery.

In regions with fewer resources, such as Southeast Sulawesi, transformational leaders must not only drive technological adoption but also foster a culture of innovation that allows organisations to overcome local constraints and adapt to the unique challenges they face. By engaging employees in the transformation process, fostering trust, and continuously investing in skill development, transformational leaders at DPMPSTP have successfully navigated the complexities of digital transformation, ultimately enhancing the efficiency and accessibility of public services.

5. Conclusion

This study explores the important role of transformational leadership in promoting e-government initiatives at the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPSTP) in Southeast Sulawesi, Indonesia. The findings highlight the significant influence of transformational leadership in motivating employees, encouraging innovation, and addressing challenges related to digital transformation. The main findings suggest that leaders at DPMPSTP effectively communicate a clear vision, motivate staff, and involve them in decision-making processes. These initiatives foster a culture of trust, which has proven to be

essential in overcoming resistance to change and ensuring the effective implementation of e-government systems, such as OSS and SISPADU.

The contribution of this study lies in its emphasis on human factors – particularly employee motivation and engagement – which are often overlooked in the literature on digital transformation. The study's focus on transformational leadership provides important insights for public sector leaders grappling with the challenges of adapting to technological advances. It is evident that by establishing an environment conducive to collaboration and adopting a policy of transparency, leaders can enhance the quality of public services and ensure the sustainability of digital projects. Whilst the present study contributes to our understanding of the role of leadership in digital transformation, further research is recommended in order to test the scalability of these findings across different regions and public sector organisations, especially in contexts with varying technological resources and infrastructure. The execution of such research could potentially engender a more profound comprehension of the broader ramifications of leadership in the context of e-government success.

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