

Evaluation of Leadership Style, Performance Management and Public Service Effectiveness on The Implementation of Digital Service Innovation In The Palopo City Police

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Abstract

This study aims to evaluate the influence of leadership style, performance management, and public service effectiveness on the implementation of digital service innovation in the Palopo City Police. The study used a quantitative approach with an explanatory method, involving 110 respondents who were selected through proportional random sampling. Data collection was carried out by Likert scale questionnaire, and data analysis was carried out using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method. The results showed that all variable indicators met the criteria of validity and reliability. Partially, leadership style has a positive and significant effect on the implementation of digital services with the most dominant influence ($\beta = 0.391$; $P = 0.000$), followed by the effectiveness of public services ($\beta = 0.365$; $P = 0.000$), and performance management ($\beta = 0.213$; $P = 0.017$). Simultaneously, the three independent variables were able to explain 65.6% of the variation in the implementation of digital services. These findings confirm that the success of digital service innovation in the Palopo City Police is not only determined by technological aspects, but also by leadership quality, a good performance management system, and effective public services. This research contributes to the development of the public sector digital transformation literature, as well as provides practical recommendations to improve the quality of technology-based services in the police environment.

Keywords: Leadership-Style; Performance_Management; Public_Service_Effectiveness; Digital_Innovation; Palopo_City_Police

1. Introduction

Leadership style in Indonesia is an approach used by leaders in directing, influencing, guiding, and controlling individuals and groups to achieve certain goals. Therefore, leadership style has a significant influence on leadership, not just labor leadership or other leadership styles. The discussion of leadership style has a long historical background with a wide spectrum. The history of the nation and state is basically inseparable from the role of leaders or figures who take part in the fields of politics, government, religion, and so on. Leaders also have a role in influencing morale, job satisfaction, and especially members' achievement levels. The abilities and skills possessed by a leader through his leadership style will motivate the direction process, so that it becomes an important factor in the implementation of public services. If members are able to identify qualities related to leadership style, then competence in selecting effective leaders will increase. Furthermore, if members can also identify effective leadership behaviors and techniques, then these behaviors and techniques can be applied in the agency [1]

Leadership style also has a quality effect on the relationship between leaders and subordinates, where leadership style also has a positive effect on the implementation of digital public services. This relationship between leaders and subordinates will affect the attitude of

members, and in the long run will also affect the implementation of digital public services. This research was conducted on the object of public service research. If the interaction between leaders and subordinates is good, it will have a positive impact on the implementation of public services, but on the other hand, if the interaction between leaders and subordinates is not good, it will have a negative impact on the implementation process, and the performance of these members which will also have an impact on the achievement of an agency's goals [2]

What is meant by performance management is to deliver the best performance of members, teams and employees. The discussion about performance management will be more directed, if we first understand what performance management means. Performance management is a series of practices related to job assessment, skill development, and reward in an agency. Performance management practices can also be in the form of determining goals, selection and placement of workers (members and leaders), performance appraisals, compensation, training and development and career management. Therefore, it is described about the characteristics of traditional management and new performance management. The identification is intended to identify the weaknesses of traditional performance management and to identify the advantages of new performance management. Then performance management as an agency plays an important role in helping the agency achieve its goals by improving and retaining the best members [3].

This aims to ensure that agencies in the workplace can be effective and efficient in order to achieve the strategic goals that have been set. Performance management is a combination of the words management and performance, which comes from the word to manage means to manage. Management is a process that uses scientific and artistic methods in implementing management functions, including planning, organizing, activities and directing, as well as controlling the activities of a group of members who are equipped with resources or production factors to achieve predetermined goals [4].

The definition of Public Service Effectiveness can basically be interpreted as the level of success of an agency or institution in providing services that are in accordance with the needs and expectations of the community. The effectiveness of public services is not only measured by the ability of the community to receive the services provided, but also by the extent to which these services can be completed on time, according to standard procedures, and able to achieve the goals that have been set. Thus, the effectiveness of public services reflects the integration between the quality, accuracy, and completeness of the work carried out by the apparatus, so that it can provide optimal benefits for the community as service recipients [5].

The quality of government officials is reflected in their ability to provide services to the community in accordance with their respective workloads. One of the efforts made in developing and maintaining the quality of the work of the apparatus can be started with motivational efforts. The effectiveness of services within the Palopo City Police in carrying out their daily duties is varied, some have high productivity and some are low. Another reality shows that leadership, motivation and infrastructure are also varied, some low and some high [6].

The implementation of practicing public service electronics in Indonesia is very diverse. The implementation of public services began with the issuance of Presidential Instruction No. 3 of 2003 concerning National Policies and Strategies for Service Development. This policy explains that the implementation of public services has the goal of making changes in the management system in the public sector that used to be sectoral or traditional to more modern, so as to be able to shorten the flow of decision-making carried out by the public sector. The policy also paves the way to make changes in the public sector in terms of interaction between the public sector and the private sector which used to seem separate and limited to become more flexible and flexible, so that it will pave the way to encourage the occurrence of various private sectors and the public sector [7].

The purpose of this study is to analyze the implementation of digital services in building a friendly public service culture in the city of Palopo, focusing on factors that support and hinder the success of its implementation. This research also aims to provide recommendations for the government in an effort to improve the quality of public services through the optimization of digital technology. Theoretically, this research contributes to the development of literature on public services and digital technology, especially in the context of regions that are backward in terms of infrastructure and technology. This research expands the discussion on how digital technologies are not only used to improve efficiency, but also how they can shape more inclusive and community-friendly public services.

The relationship between the variables of effective leadership style (X1) is suspected to increase the readiness of agencies to accept digital public service innovations (Y). And good performance management (X2) plays a role in encouraging the achievement of digital innovation targets (Y). And the effectiveness of public services (X3) is correlated with the level of acceptance and success in the implementation of digital public service innovations (Y). The influence of leadership style, performance management and effectiveness of public services on the implementation of digital service innovation in the Palopo City Police. Community satisfaction is reflected in feelings of satisfaction, acceptance of services, and trust in agencies.

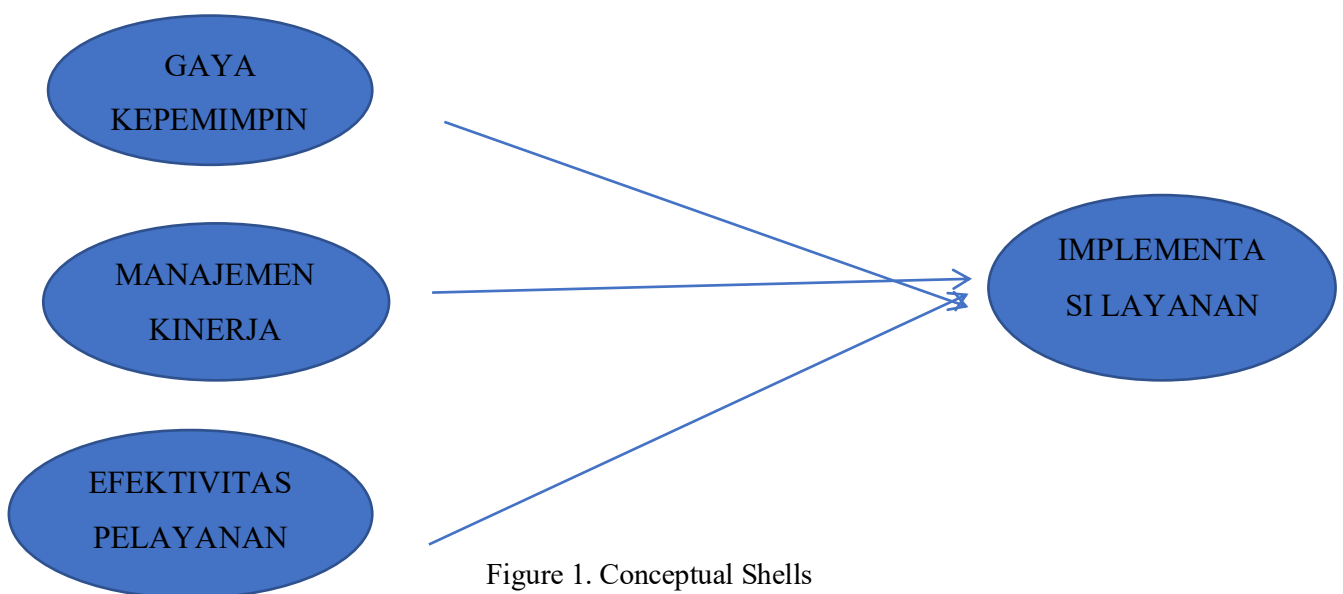


Figure 1. Conceptual Shells

2. Methodology

2.1. Types of Research

This method was chosen because the study aims to determine the influence of independent variables, namely leadership style (X1), performance management (X2), and public service effectiveness (X3), on dependent variables, namely the implementation of digital service innovation (Y).

2.2. Research Approach

This research uses a quantitative approach and this research is carried out at the Palopo City Police as a public service provider. The research time was carried out for 2 weeks which included preparation, data collection, data analysis, and preparation of research reports.

2.3. Population and Sample

The research population is all employees and staff at the Palopo City Police who are involved in the digital-based public service process, with a total of 110 respondents. Samples were determined using the slovin formula with an error rate of 5%. Based on calculations, a sample of 110 respondents was obtained.

2.4. Data Collection Techniques

The sampling technique used is proportional random sampling, so that the sample can represent each part/work unit. The data collection technique is compiled based on research variable indicators using a likert scale of 1 – 5

2.5 Variable Operations

Table 1. Measurement Indicators of Research Variables

No.	Definisi	Indikator	Skala Pengukuran
1.	Leadership is the process of influencing others to understand and agree with what needs to be done and how to do it effectively (yuki, 2013).	<p>Clarity of digitalization vision and commitment to supporting innovation.</p> <p>Open communication between leaders and members regarding digital change.</p> <p>Ability to motivate and serve as a role model for digital system users.</p> <p>Level of member participation in innovation decision-making.</p> <p>Speed of leadership response to digital implementation challenges.</p>	Likert
2.	Performance management is a strategic and integrated process that functions to increase the effectiveness of organizational performance by improving individual performance (Armstrong & Baron, 2005).	<p>Work targets related to digital innovation are clear and measurable.</p> <p>The existence of a digital-based performance evaluation system that is completed on time.</p> <p>Member training/skills in</p>	Likert

3.	<p>Effectiveness of public services: Effective public services are reflected in accessibility, speed, accuracy, and public satisfaction (Dwiyanto, 2006).</p>	<p>operating digital systems. Transparency of performance achievements related to digital services. Awards for high-performing members and sanctions for those who fail to support digitalization. Ease for people to access digital services quickly Accuracy, transparency, and clarity of digital service information</p>	Likert
4.	<p>Implementation of public service innovation is the process when members of an organization begin to apply new ideas or technologies in their operations (Rogers, 2003)</p>	<p>Cost, time and energy efficiency due to digital usage Service completion time before and after digitalization The existence of an online feedback channel from the public and its follow-up Number of police services that have been digitized Connectivity of digital applications/services with other agencies Number of active users of digital services by the public Digital innovation capabilities run consistently, not just short-term projects. Guarantee of data protection for people connected to digital applications</p>	Likert

2.6 Validity test

The validity of the instrument was tested through outer loading on the SEM-PLS. Items with a loading factor value of ≥ 0.70 are declared valid. The validity of the discriminant was tested using the Fornell-Larcker criterion by comparing the square root of AVE to the correlation between constructs.

2.7 Reliability Test

The reliability of the instrument was tested by looking at Cronbach's Alpha and Composite Reliability (CR) values. The criteria used were Cronbach's Alpha ≥ 0.60 and CR \geq

0.70. The Average Variance Extracted (AVE) value was also checked, with a ≥ 0.50 requirement to indicate the internal consistency of the instrument.

2.8 Analysis Techniques

The data was analyzed using **SEM-PLS** with the help of the SmartPLS application. The analysis steps include:

1. Evaluation of **measurement models (outer models)** to test the validity and reliability of indicators.
2. Evaluate **the structural model (inner model)** by looking at the R^2 value, path coefficient, and significance test through bootstrapping.
3. Hypothesis test to determine the direct and indirect influence (mediation) between variables.

3. Result and Discussion

3.1 Result

Respondent Overview

This study involved 110 respondents from the public who use public services at the Palopo City Police. Respondents were selected with the criteria of being ≥ 18 years old and having accessed public services (both conventional and digital). Here are the characteristics:

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Man	65	59,1%
	Woman	45	40,9%
Age	< 30 years old	20	18,2%
	31–40 years	45	40,9%
	41–50 years	30	27,3%
	≥ 51 years old	15	13,6%
Final Education	High School/Vocational School	30	27,3%
	Diploma (D1–D3)	15	13,6%
	S1	55	50,0%
	S2	10	9,1%
Long Service Use	< 5 years	25	22,7%
	6–10 years	50	45,5%
	> 10 years	35	31,8%
Total		110	100%

a. Uji Measurement Model (Outer Model)

Testing of the outer model is carried out to see the validity and reliability of the construct. The results of the analysis showed that all indicators had an outer loading value above 0.70 (EP1–EP5 between 0.720–0.794; GK1–GK5 between 0.730–0.868;

MK1–MK5 between 0.820–0.853; IL1–IL5 between 0.702–0.879). Thus, all indicators are declared valid.

The reliability test also showed that Cronbach's Alpha values ranged from 0.821–0.897, Composite Reliability (CR) values between 0.874–0.924, and rho_A values between 0.830–0.898. All of these values exceed the minimum limit of 0.70 so that the construct is proven to be reliable.

Meanwhile, the convergent validity was fulfilled because the Average Variance Extracted (AVE) value of each construct was 0.581 (Public Service Effectiveness), 0.646 (Leadership Style), 0.657 (Digital Public Service Implementation), and 0.707 (Performance Management). The entire value is greater than 0.50, so the convergent validity has been met.

b. Uji Measurement Model (Outer Model)

Tabel 2. Measurement Model / Outer Model Test

Variabel	Item	L	A	CR	AVE
Leadership Style (X1)	GK1	0,781	0,865	0,901	0,646
	GK2	0,825			
	GK3	0,868			
	GK4	0,809			
	GK5	0,730			
Performance Management (X2)	MK1	0,834	0,897	0,924	0,707
	MK2	0,820			
	MK3	0,853			
	MK4	0,845			
	MK5	0,853			
Public Service Effectiveness (X3)	EP1	0,779	0,821	0,874	0,581
	EP2	0,794			
	EP3	0,720			
	EP4	0,730			
	EP5	0,787			
Implementation of Digital Public Services (Y)	IL1	0,804	0,868	0,905	0,657
	IL2	0,879			
	IL3	0,836			
	IL4	0,821			
	IL5	0,702			

Description: GK = Leadership Style, MK = Performance Management, EP= Public Service Effectiveness, IL = Digital Public Service Implementation

Source: Primary data processed, 2025

c. Uji Validitas Diskriminan

In addition, to test the validity of discriminants, the Fornell–Larcker criterion is used, namely by comparing the square root value of AVE with the correlation between constructs. Based on the results of the analysis in Table 3, the root value of AVE (shown diagonally) for each construct is higher than the correlation value with other constructs (off-diagonal). This shows that each construct has a higher ability to explain its own indicators compared to other constructs, so it can be concluded that the validity of the discriminant is met.

Tabel 3. Discriminant Validity

Construct	EP	GK	THE	MK
Public Service Effectiveness (X3)	0.763			
Leadership Style (X1)	0.650	0.804		
Implementation of Digital Public Services (Y)	0.778	0.808	0.810	
Performance Management (X2)	0.746	0.846	0.816	0.841

Description: GK = Leadership Style, MK = Performance Management, EP= Public Service Effectiveness, IL = Digital Public Service Implementation

Source: Primary data processed, 2025

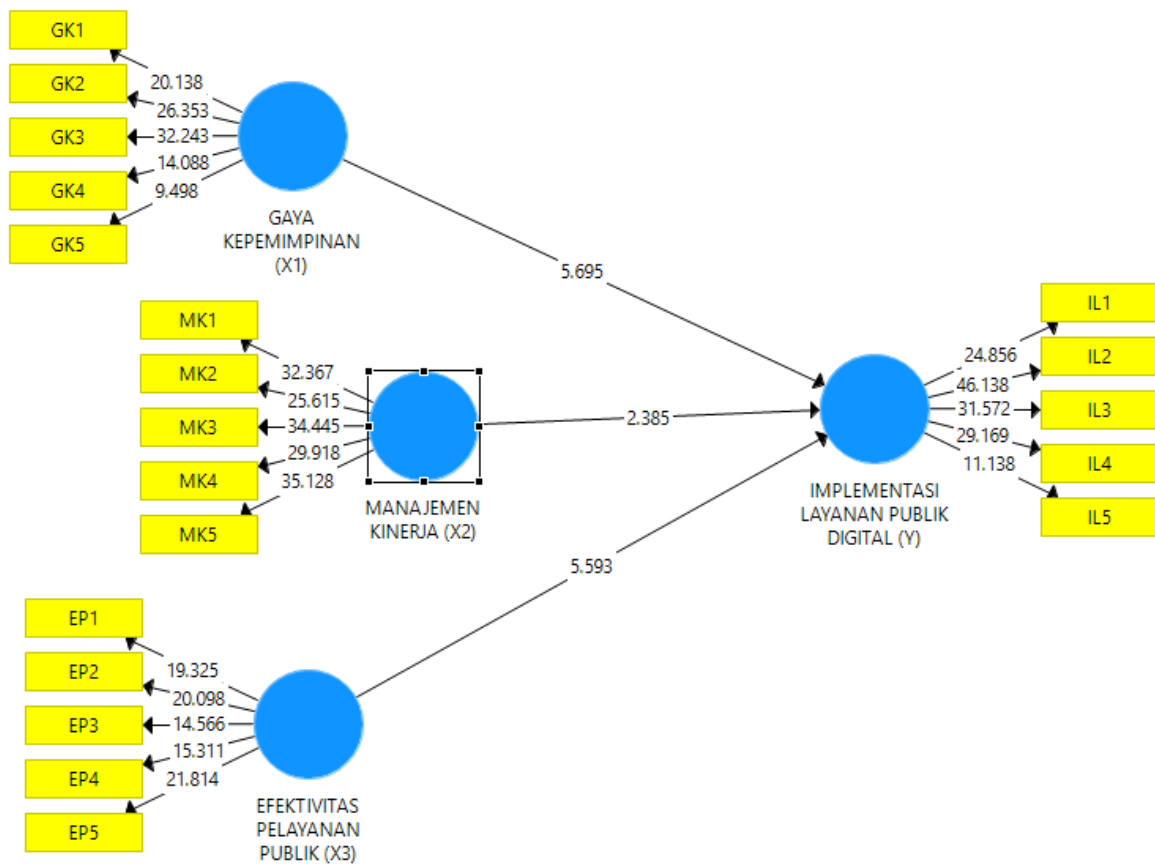
d. Uji Hipotesis

Hypothesis testing was carried out using the SEM-PLS method as shown in Table 4. The path coefficient value (β) indicates the direction of the relationship between variables, where all the relationships tested are positive. The T-Statistic value indicates the strength of the relationship, while the P-Value determines the level of significance. A relationship is said to be significant if it has a T value of > 1.96 and a P-Value of < 0.05 .

Based on the results of the analysis, all hypotheses were accepted because they had a P-Value of < 0.05 and a T-Statistic of > 1.96 . This shows that Leadership Style, Performance Management, and Public Service Effectiveness have a positive and significant effect on the Implementation of Digital Service Innovation in the Palopo City Police.

Tabel 4. Hypothesis test

Hypothesis	Hubungan	B	T-Statistic	P-Value	Information
H1	X1 \rightarrow Y	0,391	5,695	0,000	Accepted
H2	X2 \rightarrow Y	0,213	2,385	0,017	Accepted
H3	X3 \rightarrow Y	0,365	5,593	0,000	Accepted



Gambar 2. SEM analysis result

3.2 Discussion

The results of this research analysis show that Leadership Style, Performance Management, and Public Service Effectiveness have a significant influence on the Implementation of Digital Service Innovation in the Palopo City Police. Statistically, the three pathways proved to be positive and significant as shown by the P-Value and β (path coefficient) values of the SEM-PLS processing results.

First, Leadership Style (X1) has been proven to have a positive and significant effect on Digital Service Implementation (Y) with a value of $\beta = 0.391$, T-Statistic = 5.695, and P-Value = 0.000. This indicates that the better the leadership that is carried out—in terms of vision, communication, and example—the more effective the implementation of digital innovation in the Police Force. These findings are in line with previous research that emphasizes that adaptive and responsive leadership is a key factor in driving public sector digital transformation.

Second, Performance Management (X2) also has a positive and significant effect on the Implementation of Digital Services (Y) with a value of $\beta = 0.213$, T-Statistic = 2.385, and P-Value = 0.017. This means that structured planning, monitoring, and performance evaluation encourage increased effectiveness in the implementation of digital services. Although the influence is relatively small compared to other variables, performance management still plays

a role as a foundation in ensuring that digital innovation runs according to organizational targets.

Third, Public Service Effectiveness (X3) has a positive and significant effect on the Implementation of Digital Services (Y) with a value of $\beta = 0.365$, T-Statistic = 5.593, and P-Value = 0.000. This shows that the more effective the public services provided—fast, precise, transparent, and responsive—the greater the acceptance rate and the success of the implementation of digital services. These findings reinforce previous research that stated that the effectiveness of services is a major prerequisite for the success of the digital transformation of the public sector.

When compared, the influence of Leadership Style ($\beta = 0.391$) was the most dominant, followed by Public Service Effectiveness ($\beta = 0.365$), and finally Performance Management ($\beta = 0.213$). This shows that visionary and responsive leadership is faster in driving the implementation of digital innovation compared to performance and service effectiveness factors, although both remain important as supporters.

Overall, this research model shows that the success of the implementation of digital service innovation in the Palopo City Police is highly determined by the quality of leadership, a good performance management system, and the effectiveness of public services oriented towards community satisfaction. These findings have strategic implications, namely the importance of strengthening transformational leadership styles, improving accountable performance management systems, and maintaining service effectiveness so that people are more trusted and encouraged to use digital services in a sustainable manner.

4. Conclusion

This study concludes that leadership style, performance management, and public service effectiveness are proven to have a positive and significant effect on the implementation of digital service innovations in the Palopo City Police. Partially, leadership style is the most dominant factor with the largest path coefficient value, indicating that visionary, communicative, and responsive leadership is able to accelerate the process of digitizing services. Performance management also exerts a significant, albeit relatively small, influence through a structured planning, evaluation, and reward system mechanism. The effectiveness of public services is another important factor that encourages public acceptance of digital services, because the aspects of speed, transparency, and convenience have been proven to increase the success of innovation implementation. Simultaneously, these three independent variables are able to explain more than half of the variation in digital service implementation, confirming that synergy between internal organizational factors greatly determines the success of digital transformation in the police sector.

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