

Analysis of the Role of Digital Leadership in Public Services at the Religious Court of Karawang

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Abstract

This study analyzes the role of digital leadership in enhancing public service quality at the Karawang Religious Court. The locus of informants is the Karawang Religious Court. The study population includes all employees of the Religious Court, while the sample consists of five employees, including the Chief Justice of the Religious Court, a Computer Expert, a secretary, a Substitute Registrar, and a Junior Registrar of Litigation. Operational variables of the study include the dimensions of digital attitude and digital leadership ability. Data was collected through interviews, observations, and literature reviews. The data collection methods employed include in-depth interviews, participatory observation, and document analysis. Data analysis methods use the Miles and Huberman model, which includes data reduction, data presentation, and conclusion drawing/verification. The study found that the implementation of digital technology at the Karawang Religious Court faces major challenges, such as a lack of human resource readiness, inconsistent leadership, and the digital gap in society. Limited understanding among employees, slow adaptation, and suboptimal data utilization hinder performance. The study concludes that the implementation of new technology has not been matched by human resource readiness, leading to a gap in technology implementation and adaptation. The lack of adequate training and guidance hinders the service process, so a more holistic implementation strategy is needed, taking into account technical, human, and organizational aspects to improve the effectiveness of technology use.

1. Introduction

The Indonesian government system grants regional authorities the power to manage affairs based on autonomy and co-administration duties by the 1945 Constitution. Public services facilitate access to information, enhance transparency, and improve service efficiency and quality (Irfan, 2023). The Indonesian government simplifies public service access through digital transformation by developing integrated applications to enhance convenience and efficiency.



Fig. 1 Digital Transformation Of Public Services For The Community (Antara News Indonesia, 2023)
Source: Antara News Indonesia, (2023)

Based on Figure 1, the Indonesian government is accelerating the digital transformation of public services by developing integrated applications across various sectors. This initiative aims to simplify administration and enable efficient remote access to services. In the continuously evolving digital era, information technology has brought significant changes to various aspects of life, including the judicial system (Prayugo *et al.*, 2023). This development presents opportunities to enhance effectiveness, accessibility, and justice in religious courts; however, its success depends on the digital literacy of the community.

The Karawang Religious Court, Class IA, is located at *Jalan Jenderal Ahmad Yani No. 53*, Karawang, and was inaugurated on February 11, 2008, by Chief Justice Bagir Manan. This court was established based on Staatsblad 1882 Number 152, which regulated the establishment of religious courts in Java and Madura since January 19, 1882, under the name *Raad Agama/Penghulu Landraad*. Currently, its jurisdiction covers the entire Karawang Regency, consisting of 30 districts and 304 villages/sub-districts, with the majority of the population being Muslim (Nurmawan, 2017).

Table 1 Number of E-Court and Manual Cases at the Karawang Religious Court in 2024

No	Month	Cases received every month	E-court	Manual	Tren
1.	Januari	576	260	316	High
2.	Februari	341	153	188	High
3.	Maret	255	142	113	Down
4.	April	279	131	148	High
5.	Mei	585	258	327	High
6.	Juni	431	202	229	High
7.	Juli	511	212	299	High
8.	Agustus	448	194	254	High
9.	September	388	183	205	High
10.	Oktober	498	274	224	Down
11.	November				
12.	Desember				
		The Total Number Of Cases Received In 2024 Is 4,245			

The data in Table 1. on the Karawang Religious Court in 2024 indicates that the implementation of E-Court has improved judicial service efficiency. Although the number of online cases fluctuates, this trend reflects a shift toward judicial digitalization, aligning with the government's efforts in the digital transformation of public services. Therefore, analyzing digital leadership is crucial to addressing challenges and optimizing technology-based services.

This is in line with the data presented in Table 2, Average Score of Service Elements at the Karawang Religious Court, which provides a detailed overview of the quality of service achievements.

Table 2 Average Score of Service Elements at the Karawang Religious Court (Source: Karawang Religious Court SPKP Report, (2023))

No	Services Elements	Service Element Value	Services Quality
1.	Availability of electronic and non-electronic information	3.87	Very good
2.	Compliance with service requirements	3.87	Very good
3.	Ease of procedur/flow	3.86	Very good
4.	Timeliness in completing services	3.85	Very good
5.	Suitability of services fees/rates	3.85	Very good
6.	Quality of facilities and infrastructure	3.85	Very good
7.	Quality of service personnel/system	3.88	Very good
8.	Easy access to consultation and complaint services	3.88	Very good
Weighted Average		3.86	Very good

Based on Table 2. Although satisfaction with judicial services is high, low digital literacy makes it difficult for many people in the complaint mechanism and administrative procedures. Wide socialization, collaboration between institutions, and the use of technology such as web portals and mobile applications are needed to improve access to legal information and case transparency. Adaptive leadership plays an important role in supporting the digital transformation of the judiciary (Karawang Religious Court, 2023). Every company must be able to manage human resources optimally. Success in optimizing human resources depends on the performance of employees who are expected to provide the best performance to achieve company goals (Uus MD Fadli *et al.* 2023).

According to Veranita (2024), leadership in the digital era has transformed the way organizations operate, encompassing changes in structure, work processes, and culture. The adoption of technologies such as cloud computing and online collaboration tools has driven organizations to become more decentralized. Meanwhile, Ery *et al.* (2024) highlight that the role of leaders is crucial in determining an organization's success or failure. This research is also based on previous studies by Febriantina *et al.* (2024), which indicate that effective leadership styles in the digital era tend to be more participatory and inclusive compared to traditional leadership styles. However, findings by Abdullah *et al.* (2024) suggest that digital leadership in public services does not always have a positive impact on service quality. Additionally, Prayudi (2020) states that employee performance can be hindered if they do not receive adequate guidance and training in technology usage. Besides training, career development also plays a role in improving employee performance and increasing promotion opportunities, enabling employees to achieve a more structured career path (Uus MD Fadli *et al.* 2023).

Research shows that participatory digital leadership does not always significantly improve the quality of public services. While digital services improve efficiency and accessibility, their effectiveness depends on contextual factors, requiring further research. These findings provide a new perspective on the complexity of the relationship between digital leadership and public service quality, which has rarely been discussed before.

Based on these conditions, this study aims to analyze the role of digital leadership in improving the quality of public services at the Religious Court of Karawang. The author is therefore motivated to conduct research titled "Analysis of the Role of Digital Leadership in Public Services at the Religious Court of Karawang."

2. Literature review

2.1 Human Resource Management

Human resource management is the practice of effectively and efficiently managing the workforce through HR operational functions to achieve the goals of the company, employees, and society, including electronic human resource management (Latif *et al.*, 2024). Additionally, according to Indrasari *et al.* (2021), human resource management is the process of managing and developing human resources, which includes planning, implementation, recruitment, training, employee career development, and efforts to support organizational or corporate growth. Furthermore, research by Simamora *et al.* (2023) states that human resource management (HRM) is a managerial activity that involves the distribution, development, and evaluation of rewards for individuals within an organization or business. Based on these definitions, HRM involves managing the workforce effectively and efficiently to achieve the objectives of the organization, employees, and society.

2.2 Digital Leadership

Digital leadership, or e-leadership, according to Pemberdayagunaan (2021), is a form of leadership that emerges due to the development of an electronic-based environment or e-environment. Meanwhile, according to Tigre *et al.* (2023), digital leadership is the ability to lead digital transformation and motivate and inspire people to innovate and create business excellence by leveraging digital technology.

Furthermore, research by Maryati *et al.* (2022) defines digital leadership as the ability to lead, manage, and coordinate the effective use of digital technology within an organization or business with the aim of driving change, motivating, inspiring innovation, and creating business excellence. Based on these definitions, it can be concluded that digital leaders have the ability to inspire employees to advocate for their ideas while integrating innovation into their approach, which is agile, cooperative, and team-focused.

According to Wesly *et al.* (2021), digital leadership can be measured through two dimensions: the Digital Attitude Dimension, which includes several indicators: (a) Ability to adapt to learning new technologies; (b) Experience with new technologies; (c) Implementation of new technologies; Digital Competence Dimension, which includes indicators: (a) Formulating the company's vision and mission; (b) Data-driven decision-making; (c) Comfort in dealing with uncertainty in the digital era.

2.3 Framework Study

Digital leadership is the ability of a leader to leverage technology in formulating vision, mission, and data-driven decision-making. Its dimensions include more accurate decision-making, adaptation to change, and technological integration. In the context of the Karawang Religious Court, digital leadership plays a role in accelerating processes, enhancing transparency, and meeting public needs, thereby improving service quality and increasing public trust in the judiciary.

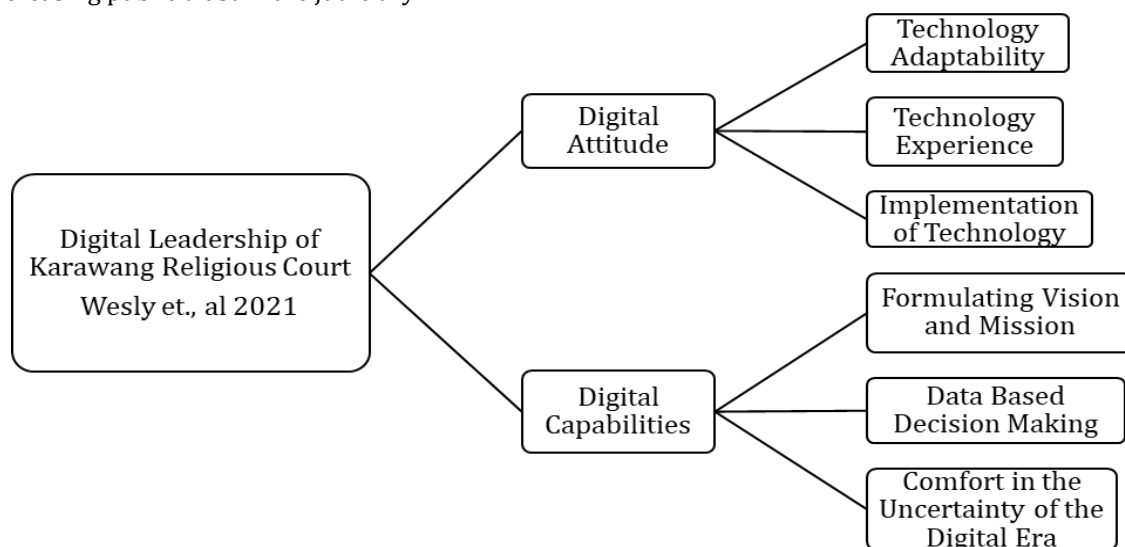


Fig. 2 Research Framework

2.4 Research Proposition

The research proposition regarding the analysis of the role of digital leadership in the Karawang Religious Court suggests that it can enhance the quality of public services through the utilization of technology to accelerate processes, improve transparency, meet public needs, and build public trust in the judiciary institution. This proposition is proposed based on a theoretical framework stating that digital leadership, with its dimensions encompassing data-driven decision-making and the ability to adapt to technological changes, can positively contribute to public services in the Karawang Religious Court.

3. Research Methodology

The data in this study were collected through three techniques: interviews, observations, and surveys. Interviews were conducted in an in-depth and open manner with informants to obtain information on digital leadership and public services at the Karawang Religious Court. Observations were carried out participatively at the One-Stop Integrated Service (*Pelayanan Terpadu Satu Pintu - PTSP*) of the Karawang Religious Court to observe interactions and ongoing activities.

Meanwhile, secondary data were obtained from various sources such as books, journals, the internet, and relevant documents to provide a broader understanding. This study focuses on the operationalization of the digital leadership variable in analyzing the role of digital leadership in improving the quality of public services.

The analysis was conducted by examining the implementation of leadership in managing digital technology and its impact on public services. The research location is the Karawang Religious Court, located at Jl. Jenderal Ahmad Yani No. 53, Karangpawitan, West Karawang District, Karawang Regency, West Java 41315.

The research population includes employees of the Religious Court, with a sample of five employees, including the Chief Judge, IT Specialist, Secretariat Staff, Substitute Clerk, and Junior Litigation Clerk as the primary informants.

To explore the relationship between digital leadership and public services, an operational variable table was created. The collected data will be analyzed to understand how digital leadership can influence public services.

3.1 Operational Variable Table

Table 3 Operational Variable Table

No.	Dimension	Digital Leadership Variable		
		Required Data	Informan	Data Collection Techniques and Tools
1.	Digital Attitude	Leadership ability to adapt to new technology learning	<ol style="list-style-type: none"> Head of Karawang Religious Court Secretariat Substitute Registrar Junior Clerk of Lawsuits Computer Expert 	<ol style="list-style-type: none"> Interview Stationery and Sound Recording
		Leadership ability to adapt quickly in learning new technologies	<ol style="list-style-type: none"> Head of Karawang Religious Court Secretariat Substitute Registrar Junior Clerk of Lawsuits Computer Expert 	
		Understanding the implementation of new technologies that focus on maximizing operational aspects	<ol style="list-style-type: none"> Head of Karawang Religious Court Secretariat Substitute Registrar Junior Clerk of Lawsuits Computer Expert 	

2. Digital Capabilities	Implementation of digital strategy into the formulation of vision and mission and decision making	<ol style="list-style-type: none"> 1. Head of Karawang Religious Court 2. Secretariat 3. Substitute Registrar 4. Junior Clerk of Lawsuits 5. Computer Expert 	<ol style="list-style-type: none"> 1. Interview 2. Stationery and Sound Recording
	Facing obstacles in uncertainty in the digital era to build a culture of adaptation and innovation within the team	<ol style="list-style-type: none"> 1. Head of Karawang Religious Court 2. Secretariat 3. Substitute Registrar 4. Junior Clerk of Lawsuits 5. Computer Expert 	

This study employs the Miles and Huberman data analysis model, which includes data reduction, data presentation, and conclusion drawing/verification in an interactive process. Data reduction involves selecting information from field observations (October 22, 2024) and in-depth interviews (November 6, 2024), which are then categorized according to the research focus. Data presentation is structured in a narrative form and tables to clarify findings. Conclusions are drawn based on data patterns and validated through source triangulation (five informants) and method triangulation (interviews, observations, and literature review). Repeated verification ensures that conclusions remain accurate and consistent with the data, following the analytical framework of Miles and Huberman (Zulfirman, 2022).

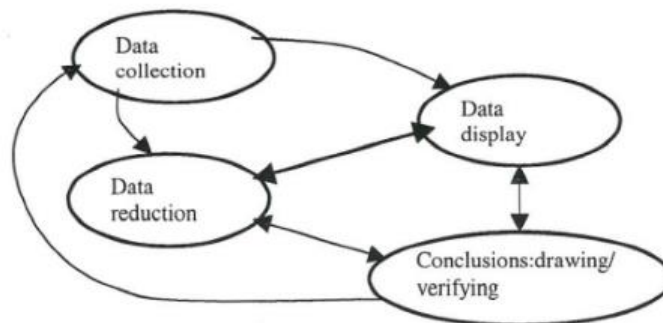


Fig. 3 Components in Data Analysis
Source: (Zulfirman, 2022)

4. Results and Discussion

4.1 Informant Profile

This study involves five informants selected based on the criterion of having a minimum of two years of work experience at the Karawang Religious Court. The following table presents the profiles of the informants involved in this study.

Table 4 Informan Profile

No	Position	Age	Education	Length of work
Inf-1	Head of Karawang Religious Court	60	S3	25 tahun
Inf-2	Secretariat	39	S1	13 tahun
Inf-3	Substitute Registrar	46	S2	16 tahun
Inf-4	Junior Clerk of Lawsuits	32	S2	8 tahun

Inf-5	Computer Expert	28	S1	6 tahun
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4.2 Research Result

Implementation of the Interview System and Analysis Results are Explained in the Table Below.

Table 5 Results of Digital Leadership Research Digital Attitude Dimension

Indicator	Interview Results	Analysis	
Adapting to new technology learning	Inf-1	Employees have accepted and adapted to new technologies, although some still need more time to master them.	Based on the interview results, the adaptation of new technology went well, with the majority of employees being able to adapt. The leadership supports through training and IT teams, but mentoring is still less effective. A more personal approach and real solutions are needed for optimal adaptation.
	Inf-2	The management is quite active in providing direction and support. They often hold regular training and provide opportunities for employees to learn independently through online materials. IT officers are also always ready to help	
	Inf-3	I feel that the leadership does not fully understand the difficulties experienced by employees in adapting to technology. There is indeed training, but not all employees can follow it well. Sometimes, training is more of a formality without effective guidance.	
	Inf-4	In my opinion, the leadership is quite good at accommodating the needs of employees. They ensure that every employee gets the opportunity to learn and that there is an IT team ready to help. However, there are still employees who are slow to adapt and who may need a more personal approach.	
	Inf-5	The leadership gives more instructions than real solutions. There should be more intensive guidance for employees who are really struggling, not just giving assignments without guidance.	
Experience with new technology	Inf-1	The first experience was quite challenging because I had to adapt to a new system that I had never used before with the support of the training that had been provided previously.	Based on the interview results, it can be seen that the implementation of new technology at the Karawang Religious Court presents its challenges for employees. The adaptation process to new technology in the workplace still faces various obstacles, especially due to the lack of comprehensive training and the minimal role of leaders in providing guidance. Many employees experience confusion when facing technical obstacles, which hinders work efficiency and service. Although technology should increase productivity, the lack of clear understanding and direction
	Inf-2	The first experience was a lot of confusion, plus the lack of comprehensive training added to the obstacles. If there were obstacles, we often relied on the IT team or internal forums to find solutions.	
	Inf-3	Often, when there are obstacles, employees appear confused or take a long time to find a solution. The lack of leadership in providing guidance often makes employees confused when facing obstacles, thus hampering the service process.	
	Inf-4	After the introduction of new technology, our work should have become more efficient, but in the field, many processes feel slower, especially due to many technical constraints or lack of understanding from employees.	

	Inf-5	The initial use of this new technology was quite confusing. There was no adequate guidance to explain the process, especially to those who were less digitally savvy. Most of the directions were given in general terms without any concrete steps for employees to follow.	actually makes the work process feel slower.
Implementation of new technologies	Inf-1	Training is provided periodically. In addition, we also encourage employees to directly apply technology in their daily work so that they can get used to it more quickly. We understand that every individual has a different learning speed, so we provide full support so that they can adapt to this change.	Based on the interview answers, it can be concluded that the process of adapting new technology at the Karawang Religious Court still faces challenges, especially in terms of employee skills and system stability. Although routine training has been provided, many employees still have difficulties, and the lack of active guidance from leaders slows down the adaptation process. However, efforts continue to be made to ensure that technology can improve efficiency, transparency, and quality of service to the community.
	Inf-2	The adaptation process is slow because many employees are still having difficulties, so it is necessary to increase more intensive assistance and training so that they can adapt better.	
	Inf-3	The implementation of new technology has not been fully successful in improving the quality of service, and it often experiences obstacles due to unstable systems and limited employee skills. In addition, the lack of active leadership in providing guidance and assistance makes the adaptation process even more hampered.	
	Inf-4	We ensure that the implementation of new technology runs optimally even though there are still many technical deficiencies so that services are faster and more accurate, as well as increasing transparency and public convenience in accessing information digitally.	
	Inf-5	Leaders continue to encourage employees to adapt to new technologies through training and mentoring, although some are still reluctant to change and tend to return to manual methods.	

Table 6 Results of Digital Leadership Research Dimension of Digital Capabilities

Indicator		Interview Results	Analysis
Formulating the company's vision and mission	Inf-1	The Religious Court utilizes digital platforms, such as intranets and internal applications, to socialize the vision and mission. We are also often invited to virtual meetings to get direct updates from the leadership on this matter.	Religious Courts have utilized digital technology to socialize their vision and mission and monitor employee performance through data, but its implementation is still not optimal. Although there is training on data usage, its effectiveness is still questionable due to the lack of guidance and assistance from the leadership. As a result, the use of data to improve services has not been optimal, and the
	Inf-2	Leaders use data generated from digital systems to monitor employee performance and assess service effectiveness. This data is also used to formulate more appropriate policies in the preparation of work programs and increase efficiency.	
	Inf-3	Socialization of the vision and mission may be done, but the results are not optimal.	

		Regarding training, there may be training, but it is not effective. Employees still appear less competent in utilizing data to improve services.	community has not felt significant changes.
	Inf-4	Related to the vision and mission with the help of digital platforms have been done. But, the lack of a leadership role in optimization affects the use of data. The results are not yet visible. The service is still slow, and there is no significant improvement felt by the community.	
	Inf-5	There is training related to the use of digital data that is in line with the vision and mission. We were given training on how to process data to support better decisions. But unfortunately it is still less effective in its implementation and there is no additional training provided by the leadership.	
Data based decision making	Inf-1	The use of data generated from digital systems is used to monitor employee performance and assess service effectiveness. This data is also used to formulate more appropriate policies in the preparation of work programs and increase efficiency. For employees, we are given training on how to process data to support better decisions.	Based on the interview results, it can be concluded that the use of data in decision-making in the Religious Court has begun to be applied in various aspects, such as monitoring employee performance, evaluating service effectiveness, and formulating policies and work programs. Although digital data has been utilized to monitor employee performance, speed up administration, and improve service efficiency, its implementation still faces challenges. The lack of leadership roles in ensuring effective training and the limited understanding of employees in processing data have resulted in less than optimal implementation. In order for data to truly have an impact on improving services, more intensive guidance and a more structured system are needed.
	Inf-2	Data has been used, but without a strong leadership role, training has not been effective, and services remain slow without significant improvement.	
	Inf-3	Leaders are trying to optimize digital data in various aspects, such as monitoring the number of incoming cases, speeding up the administrative process, and evaluating employee workloads. However, its implementation still faces technical obstacles and a lack of employee understanding in reading data effectively.	
	Inf-4	Data is used as a tool to evaluate the performance of the service system, identify obstacles in the digital justice process, and determine strategies to improve service effectiveness. However, its implementation is still inconsistent because not all employees can process data properly, even though they have been trained.	
	Inf-5	Leaders have begun to rely on data in several aspects, such as mapping the number of cases, efficient use of resources, and monitoring employee performance. However, its implementation still needs improvement to be more systematic and have a real impact on the quality of public services.	

Comfort in the uncertainty of the digital age	Inf-1	I feel very comfortable because digital technology provides many benefits and opportunities. With the existence of digital applications and platforms that support my work.	Based on the interview answers, it can be concluded that the use of digital technology in religious courts provides great benefits in increasing work efficiency and effectiveness, but there are still challenges in system stability and employee readiness. The lack of leadership roles in mentoring and implementing technology is a major obstacle, so many employees have to adapt on their own. Although 2 informants felt comfortable with the digital system, more optimal support is still needed so that all employees can utilize technology optimally.
	Inf-2	I feel quite comfortable, but I still have to be vigilant because the system sometimes has errors, and there is a lack of leadership in ensuring stability and support.	
	Inf-3	The use of digital technology is very important. Good digital skills will increase work efficiency and effectiveness. The lack of leadership roles in implementing digital technology hinders the increase in work efficiency and effectiveness, even though its use is very important.	
	Inf-4	I feel uncomfortable because the rapid development of technology is not balanced with adequate employee skills, while the role of leaders in mentoring is still less than optimal.	
	Inf-5	Although the digital system in religious courts makes work easier, the lack of leadership in providing guidance means that employees have to adapt to technology on their own.	

4.3 Dimension Digital Attitudes

4.3.1 Adapting to New Technology Learning

The results of the study show that leaders in supporting adaptation to new technologies are crucial in determining the success of the process. From the interview results, it can be seen that employees have been able to adapt well, supported by regular training and the presence of an IT team. Leaders are also quite active in providing direction and learning opportunities. Active leadership in providing direct guidance and a personal approach can accelerate the adaptation of technology in the work environment. Responsive and inclusive leadership plays an important role in ensuring that employees not only understand new technologies but also feel supported in their learning process. Previous research has shown that effective digital leadership accelerates adaptation through structured guidance and a personal approach (Abdullah *et al.*, 2024). Additionally, Prayudi (2020) emphasizes that without mentoring and training, technological adaptation can be hindered, affecting performance. Every company must be able to manage human resources optimally. The success of human resource optimization depends on employee performance, as they are expected to deliver their best efforts to achieve the company’s goals (Uus MD Fadli *et al.*, 2023). Therefore, leaders need to not only provide training but also establish a responsive and inclusive mentoring system.

4.4 Experience with New Technology

The results of the study showed that in the results of the interview, many employees experienced confusion when first using the new system, mainly due to the lack of comprehensive training and minimal guidance from leaders. Leadership that is less responsive in providing guidance can slow down the learning process and have an impact on work efficiency. The role of leaders greatly determines the success of employee adaptation to new technology. Previous studies have shown that the effectiveness of technology implementation depends on leadership that actively supports employees (Sinambela & Lestari, 2022). Less responsive leadership can slow down learning and reduce work efficiency (Prayudi, 2020). A more interactive HR management strategy is needed, as well as intensive mentoring (Ery *et al.*, 2024). Therefore, leaders must be proactive in guidance, ensure in-depth training, and create a responsive mentoring system so that the technology transition is more effective.

4.5 Implementation of New Technologies

The results of the study show that the success of technology implementation is highly dependent on leadership that is able to manage change effectively. Responsive leaders not only provide direction but also act as facilitators in the technology adaptation process, ensuring that employees can understand and implement digital systems well. Related studies show that the success of technology implementation is highly dependent on leadership that is able to manage change well (Abdullah *et al.* 2024). Several studies also highlight previous research confirming that effective leadership in managing change plays a major role in the success of technology implementation in organizations (Sinambela & Lestari, 2022). In addition, it shows that organizations with transformational leadership tend to be more successful in adopting new technologies because leaders not only provide direction but also become facilitators in the change process (Veranita *et al.* 2024). Therefore, leaders need to improve mentoring, ensure system stability, and create an environment that supports employee confidence in using technology.

4.6 Dimension Digital Capabilities

4.6.1 Formulating the Company's Vision and Mission

The results of the study show that the role of leaders in formulating and socializing the vision and mission is very important to ensure the effectiveness of its implementation. Religious Courts have utilized digital technology to support this process, including data-based performance monitoring. However, the lack of guidance and assistance from leaders has made the effectiveness of training and data utilization less than optimal. Previous studies have confirmed that leaders who are responsive to digital change are able to encourage effective communication and adaptation of organizational policies (Veranita *et al.* 2024). Meanwhile, according to Prayudi (2020), the lack of assistance and training in the use of technology can hinder employee performance so that the implementation of the organization's digital vision and mission does not run optimally. Therefore, leaders must ensure that the vision and mission are not only socialized but also translated into concrete policies supported by more intensive guidance and assistance strategies.

4.7 Data-Based Decision-Making

The results of the study indicate that data-based decision-making in the Religious Court has been applied to assess service effectiveness and formulate strategic policies. However, its implementation still faces obstacles, especially in the effectiveness of training and leadership that are not optimal. Although data is used to monitor the number of cases and administrative efficiency, technical obstacles and lack of employee understanding in reading and processing data are still major challenges. The success of utilizing digital technology in organizations is highly dependent on leadership that is adaptive and responsive to change. Adaptive leadership in digital technology increases the speed of decision-making and organizational efficiency (Febriantina *et al.*, 2025). Transformational leadership also encourages a collaborative and data-driven work culture, accelerating evidence-based decisions (Veranita *et al.*, 2024). Therefore, training strategies and proactive leadership need to be refined so that data utilization has a real impact on improving the quality of public services.

4.8 Comfort in the Uncertainty of the Digital Age

The results of the study show that the role of leaders is crucial in creating employee comfort in the digital era. Although technology increases efficiency, challenges such as system instability and uneven skills remain. Lack of assistance forces employees to adapt on their own, hindering work effectiveness. Leaders must ensure system stability and provide intensive guidance so that employees can utilize technology optimally and work more comfortably amid uncertainty.

Previous studies by Abdullah *et al.* (2024) found that digital leadership does not always increase employee comfort in dealing with rapid technological changes. Prayudi (2020) highlighted that lack of mentoring and training can hinder performance and reduce employee confidence. Meanwhile, Febriantina *et al.* (2025) emphasized that leaders who build a culture of innovation and support digital skills can help organizations adapt better. Therefore, increasing employee digital competence and active leadership involvement are key to creating a comfortable and productive work environment.

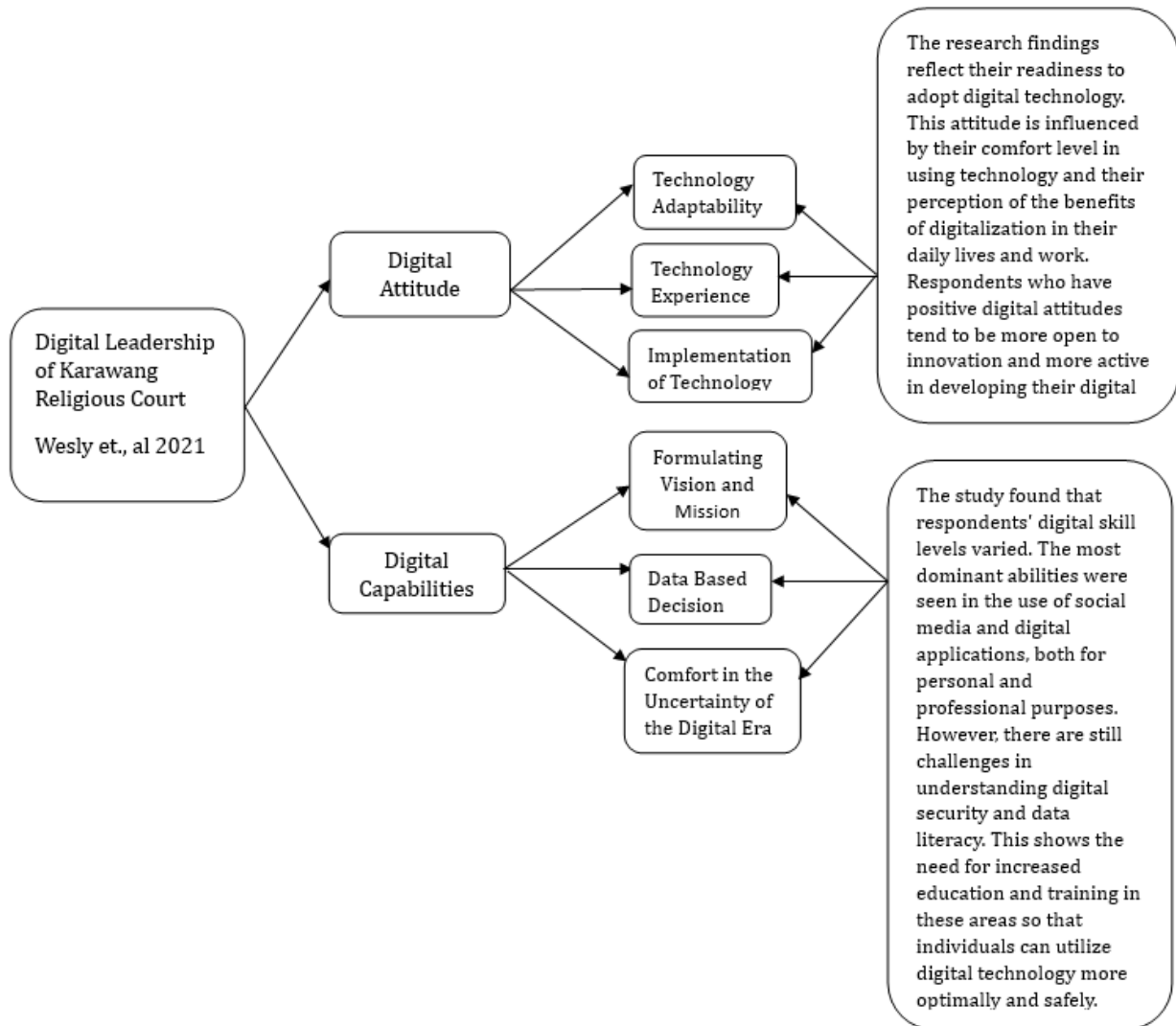


Fig. 4 Image Model of Results of Digital Attitude and Digital Ability Analysis

4.9 Research Image Model

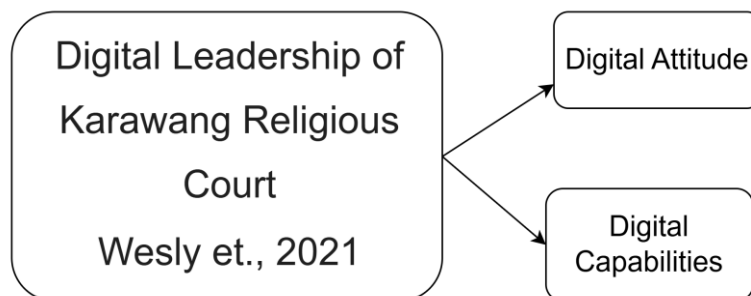


Fig. 5 Research Image Model

5. Conclusion

This study confirms that digital leadership plays a crucial role in driving technology adaptation in the workplace. Leaders' digital attitudes and capabilities contribute significantly to the success of organizational transformation, especially in ensuring employee readiness for technological change. In addition, leader support in the form of training, mentoring, and inclusive communication strategies affects the effectiveness of technology utilization. Despite challenges such as system instability and employee skill disparities, a proactive and strategic leadership approach can improve efficiency and comfort in working in the digital era.

The results of this study provide several important implications in various aspects. In practice, organizations need to develop more intensive and interactive training programs to improve employee digital literacy. Leaders must also be more responsive in providing direction and guidance so that employees feel more confident in adopting new technologies. From a theoretical perspective, this study emphasizes the importance of integration between digital leadership and technology adaptation strategies, which can be a reference for further research in developing more effective leadership models in the digital era. Meanwhile, from a policy perspective, regulations are needed that encourage increased digital leadership capacity in organizations, including the provision of stable technology support and more equitable access to training for all employees.

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Conflict of Interest

Authors declare that there is no conflict of interest regarding the publication of the paper.

Author Contribution

The author's contributions to this paper are as follows: **study conception and design**: Mulia Manda Masyhuroh, Uus Mohammad Darul Fadli, Ery Rosmawati; **data collection**: Mulia Manda Masyhuroh, Ery Rosmawati; **analysis and interpretation of results**: Mulia Manda Masyhuroh, Ery Rosmawati; **draft manuscript preparation**: Mulia Manda Masyhuroh, Uus Mohammad Darul Fadli, Ery Rosmawati. All authors reviewed the results and approved the final version of the manuscript.

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