

## ARTICLE

# Performance Analysis of Innovative and Flexible Modern Leadership Towards a Golden Indonesia

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**Abstract:** This research aims to understand the role and influence of innovative and flexible modern leadership in pushing Indonesia toward the vision of a golden Indonesia. With research variables, analyzing innovative and flexible modern leadership performance towards a Golden Indonesia involves several important aspects. Three analyses are made regarding this first. Creativity and innovation, second. Collaboration, flexibility, and third. Development of human potential. This involves analyzing leaders' strategies, policies, and actions to stimulate economic growth, improve governance, and increase societal well-being through innovative and flexible modern leadership performance toward a golden Indonesia. A quantitative research method used a multistage random sampling survey method, which can open up opportunities to gain a deeper understanding of the leadership phenomenon, with 1200 respondents throughout Indonesia who are 17 years old or have been married for two years. The findings of the innovative and flexible modern leadership performance analysis towards a Golden Indonesia involve several important aspects, where the modern leadership performance analysis shows creativity and innovation (38%), collaboration and flexibility (29%), and the development of human potential (27%) And the need for modern leadership can be seen in transformational leadership (36%), situational leadership (30%), and servant leadership (28%), I don't know 6%. By analyzing the data, performing statistical analysis with reliability testing, using software, and identifying patterns. These three things have advantages and disadvantages in certain work situations and will have an impact on the government in the future toward a bright and certain golden Indonesia.

**Keywords:** Performance; Innovative; Modern Leadership; Golden Indonesia.

## 1. Introduction

Like many other countries in the world, Indonesia faces various challenges in advancing leadership that can direct the country toward a golden Indonesia. These challenges include the complexity of social, economic, and political change and the need for innovation and adaptation to rapid technological developments. In addition, this research involves various key stakeholders, including government leaders, entrepreneurs, academics, and civil society leaders. Therefore, two processes need to be studied during career development in an organization, namely how each plan and implements career planning and how the organization designs and implements career development and career management programs (Hasmin et al., 2022). On the other hand, providing motivation requires paying attention to the behavior and character of the employees themselves. The right motivation will result in good performance. To improve performance, the main function of government officials is to serve the community and the public with the existing equipment (Paisa et al., 2019). This is what the state needs to uphold in regional government administration. The administration of regional government. Regional autonomy upholds the people's power. The above view indeed requires sharp analysis. This is where the normal administration of regional government is based on the democracy that we adhere to now (Arman, 2021).

There are many problematic phenomena regarding leadership performance currently in this modern era due to the lack of effective implementation of this type of leadership as a leader. For this reason, a leader who can apply a type of leadership that is appropriate to the conditions of his employees and can motivate and mobilize his subordinates in carrying out their duties (Syahrul, 2015, as cited in Sakir & Muhammad, 2022).

The leadership needed in this case is open leadership. This learning leader does not allow knowledge and experience to remain only in the elite circle of the organization but spreads to all levels of the organization in line with the opinion. According to Pasolong (2010), service is defined as the activity of a person, a group, and/or organizations either directly or indirectly to meet needs.

However, this does not mean that a leader in an organization or government bureaucracy must be rigid in carrying out his leadership function, even though the tendency in this direction is dominant. A leader in an organization or government bureaucracy is also required to apply the right type of leadership to influence and motivate subordinates. Leadership is part of bureaucracy and cannot be separated from the leadership attitudes of bureaucrats and the implementation of their bureaucracy (Anggara, 2012). So, as part of implementing bureaucratic reform, it is hoped that government agencies will utilize a wealth of knowledge, including learning from experience. Therefore, knowledge management becomes an integral part of the bureaucratic reform process (Fauzan et al., 2022). For this reason, research problems and objectives must be formulated precisely, clearly, and specifically so as not to give rise to various interpretations (Kurniawan, 2016). This problem can be seen in an analysis of the performance of innovative and flexible modern leadership towards a golden Indonesia. The performance of innovative and flexible modern leadership toward a golden Indonesia aims to realize highly efficient public service performance. Indonesia continues to improve its quality as a nation.

We can now see the performance of innovative and flexible modern leadership towards a golden Indonesia where technology and innovation are utilized. Modern leadership in Indonesia is increasingly prioritizing the use of technology and innovation. Flexible Approach to Decision-Making Modern leadership in Indonesia exhibits flexibility in decision-making, adapting strategies based on changing situations and

needs. For example, in dealing with the COVID-19 pandemic, flexible leaders were able to adapt quickly through responsive and adaptive policies, such as the implementation of PSBB (Large-Scale Social Restrictions) and then PPKM (Implementation of Community Activity Restrictions) to control the spread of the virus. It is hoped that this innovative and flexible leadership performance can push Indonesia towards the vision of a Golden Indonesia 2045, making this country more advanced, prosperous, and highly competitive on the global stage.

Current Data Performance of Innovative and Flexible Modern Leadership Towards a Golden Indonesia in the Utilization of E-Government Technology and Innovation. According to a Ministry of Communication and Information report, Indonesia has improved its ranking in the UN's E-Government Development Index (EGDI) from 107th in 2018 to 88th in 2020. The Digitalization of Public Services e-KTP Program aims to increase the accuracy of population data and make it easier to access public services, as well as the Flexible Approach in Decision Making and COVID-19 Pandemic Response. Implementation of PSBB and PPKM that adapt to the conditions of the spread of the virus in various regions. In 2020, Indonesia reduced the effective reproduction rate of COVID-19 through this policy. Digital Social Assistance Distribution of social assistance through digital platforms such as the Family Hope Program (PKH) and Direct Cash Assistance (BLT), which utilize digital data to ensure targeted distribution and Improve the Quality of Human Resources and Pre-Employment Cards. By the end of 2020, more than 5.6 million people had benefited from the Pre-Employment Card program, which provides online training to improve workforce skills and competitiveness. These data and facts show how innovative and flexible leadership contributes significantly to various aspects of development. Indonesia supports the vision of Golden Indonesia 2045.

And the theory used. The performance of innovative and flexible modern leadership towards a Golden Indonesia 2045 can be analyzed through various relevant leadership and management theories. Transformational leadership theories are often used in this context. This theory emphasizes the ability of leaders to inspire and motivate their followers to achieve higher performance by empowering subordinates. Leaders encourage innovation and creativity, empowering subordinates to take initiative and responsibility. Innovative Leadership Theory: This theory highlights the importance of innovation in leadership. Innovative leaders focus on developing new ideas and applying creative approaches to solving problems. Leaders build partnerships and collaboration with various parties to encourage innovation and adaptive leadership theory. This theory emphasizes the leader's ability to navigate complex changes and unexpected challenges (Bass, 1985; Christensen, 1997; Heifetz & Linsky, 2002).

By applying these theories, modern leadership in Indonesia can be more effective in achieving the vision of a Golden Indonesia 2045, which includes sustainable economic growth, improved quality of life, and equitable social welfare. With the problem of innovative and flexible modern leadership performance analysis Towards a Golden Indonesia, with research gaps that can be identified, there is a lack of empirical research that specifically identifies and measures the performance of innovative and flexible modern leadership in the Indonesian context.

Novelties in research on innovative and flexible modern leadership performance analysis towards the vision of a Golden Indonesia include innovative research methods such as text analysis using artificial intelligence and predictive modeling with a leadership theory approach with different action-oriented variables. Research is not limited to theory-building and new concepts. By adopting these approaches, research on innovative and flexible modern leadership performance towards the Golden

Indonesia vision can become more relevant and up-to-date and make a significant contribution to our understanding of organizational dynamics and leadership development in Indonesia.

In line with that, what is new in research is the availability of the latest data. New research has access to the latest data, trends, and developments in leadership, both in Indonesia and globally. This allows researchers to capture recent dynamics and provide more accurate insight into current conditions (Ruhlandt, 2018). Modern leadership actively supports government policies; this is where government communication in the current digital era, under the influence of the media, is very important.

Previous research conducted by Puspa et al. (2023) sees how 21st-century education transformation can realize superior human resources towards a Golden Indonesia 2045 while Khasanah and Rubini (2021) to find out the appropriate contribution for a Muslim youth in realizing a Golden Indonesia in 2045, while this research emphasizes innovation. Innovative modern leadership includes the ability to introduce new ideas, adopt the latest technology, and develop new methods to overcome the challenges faced by Indonesia. Innovation is needed to encourage economic growth, increase competitiveness, and improve people's quality of life.

## 2. Methods

This research aims to analyze innovative and flexible modern leadership performance toward a golden Indonesia. This research is a quantitative research approach using a multistage random sampling survey method. The data type used primary data using snowball sampling techniques (Elfia & Duhriah, 2022). With snowball sampling, confidentiality and trustworthiness of the data, and a dynamic population, online surveys are used because of efficiency and lower costs. Respondents were invited to complete the survey via email or a social media link. By analyzing the data, performing statistical analysis with reliability testing, using software, and identifying patterns.

Quantitative research is referred to as using traditional, positivistic, scientific, confirmatory, and quantitative methods. Meanwhile, qualitative methods are often called new, post-positivistic, discovery, interpretive, and qualitative. The names of these two methods are the most widely used (Sugiyono, 2013). According to Kurniawan (2016), descriptive research is directed at finding out the value of independent variables (either one variable or more) without making comparisons or connecting one variable with another variable. This research method uses a qualitative approach (Yusuf, 2017). A type of quantitative research with the data source being quantitative primary data, where the quantitative primary data source (interview transcripts) is several respondents called research informants. These informants are taken in a certain way by parties who, because of their position or ability, are considered to be able to represent the problem that is used as the object of research. The techniques used to determine the withdrawal of research informants include the Purposive Sampling Technique and the Snow Ball Technique (Wekke, 2019).

In quantitative studies, it is often difficult for novice researchers to find. Some people do quantitative research guided by particular theories, such as power, gender, or conflict. Therefore, the research on Innovative and Flexible Modern Leadership Performance Analysis Toward a Golden Indonesia is a particular paradigm; this is what Bogdan and Biklen say:

“The place of theory in the qualitative study is often difficult for novice researchers to locate. Some people do qualitative research guided by particular theories

about power, gender, or conflict. These theories are influential before the data are collected, and researchers work in this mode to frame their project in the light of these views. Other people doing qualitative research are situated within particular paradigms but do not name them, sometimes because they are not aware of them“ (Bogdan & Biklen, 2007).

Seeing this, this research combines quantitative and qualitative methods, which is known as mixed methods research. This approach combines elements of both methods to provide a more comprehensive understanding of the phenomenon under study; research is realized in the focus of the research, which is described as research results including more advanced data analysis techniques, online surveys, field experiments, or in-depth qualitative approaches. This method can open up opportunities to gain a deeper understanding of the phenomenon of leadership, with the sample of 1200 respondents throughout Indonesia being people who are 17 years old or have been married for two years.

With locations in 16 provinces in Indonesia, South Sulawesi, West Java, East Java, DKI Jakarta, Nanggroe Aceh Darussalam, North Sumatra, Gorontalo, South Sumatra, East Kalimantan, North Maluku, West Kalimantan, Riau, West Papua, Bali, Papua, and East Nusa Tenggara. By selecting these 16 provinces, geographical representation can be used. The selection of 16 provinces can be used to achieve better geographic representation. By selecting provinces from different geographic regions, the research can provide a broader picture of factors that may differ based on other geographic locations. Social and Cultural Diversity: Different provinces often have significant social, cultural, and demographic diversity. This allows research to understand differences and similarities in societies across other regions.

### 3. Results and Discussion

The analysis of the performance of innovative and flexible modern leadership towards a Golden Indonesia involves several important aspects; the first three analyze this, creativity and innovation; second, collaboration, flexibility; and third, development of human potential.

#### 3.1. Creativity and Innovation

An analysis of creativity and innovation in the context of innovative and flexible modern leadership performance in realizing a golden Indonesia requires an in-depth understanding of the challenges, opportunities, and dynamics that influence various sectors of the Indonesian economy and society.

In line with that, the author provides a small analysis in the form of images of Indonesia’s Vision 2045 for his case study of innovative and flexible modern leadership performance toward a golden Indonesia:

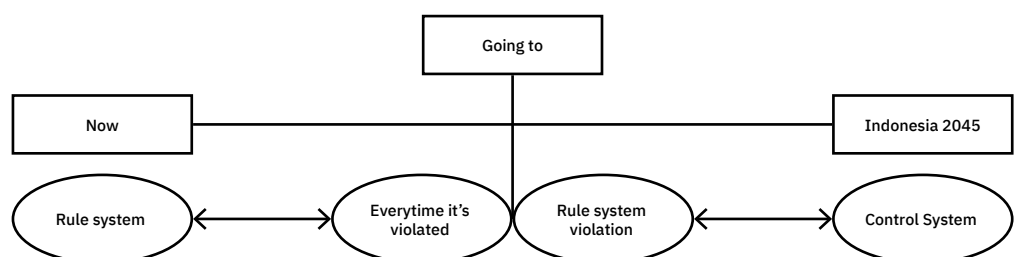


Figure 1. Towards Indonesia's Vision 2045

Source: researcher-processed results, 2021

Looking at the picture above, to get to Indonesia, 45 services will be controlled using a system like the one currently developing: mCity, Qlue, Lapor, social media mapping, Panic Button, and Smart City Tangerang Live. And what is happening now is that we can see the lack of awareness among the apparatus that they are servants of the state and the community, so employees must prioritize their duties and obligations as officers as a mandate for which they are responsible. Modern leadership includes various leadership styles that adapt to the dynamics of the times and the demands of an ever-changing work environment. Transformational leadership, situational leadership, and servant leadership.

By applying these principles, modern leadership can play a key role in moving Indonesia towards the vision of a “Golden Indonesia” by accelerating economic growth, improving societal welfare, and creating a dynamic and globally competitive business ecosystem.

**Modern leadership**

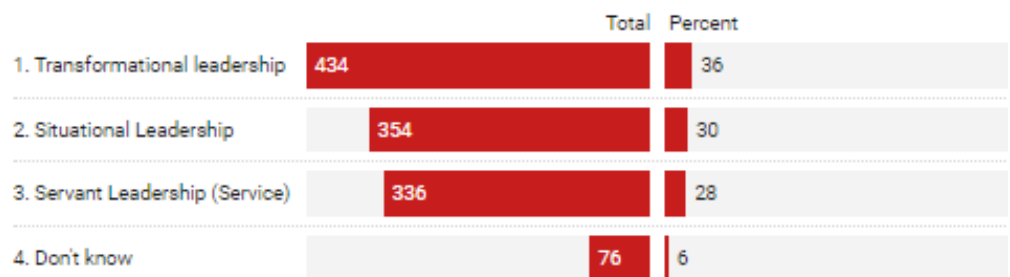


Figure 2. Modern Leadership

The picture shows modern leadership as seen in transformational leadership (36%, situational leadership (30% and servant leadership (28%). And I don't know 6%. These three leadership styles have advantages and disadvantages depending on the work context and situation. An effective leader may need to combine elements of various leadership styles according to the specific needs of the team and organization. Transformational leadership focuses on inspiring and motivating the team to achieve higher goals.

Situational leadership emphasizes flexibility and adaptation, and servant leadership places service to others as the main focus. Leaders who embrace this leadership style strive to help their team members grow and develop and ensure their needs are met. Innovative and flexible towards a Golden Indonesia requires superior education and development of human resources (HR), economic empowerment based on innovation and technology, as well as environmental conservation and sustainable development.

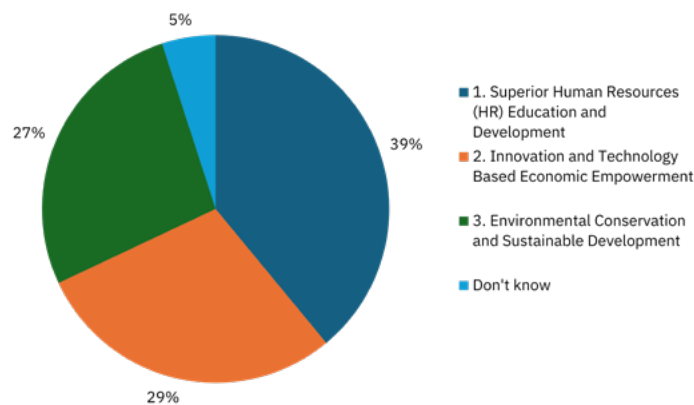


Figure 3. Innovative and Flexible Towards a Golden Indonesia

Innovative and flexible towards a Golden Indonesia, superior education and human resource development (HR) are needed (39%), innovation and technology-based economic empowerment (29%), environmental conservation and sustainable development (27%), and I don't know 5%. For this reason, increasing the performance of innovative and flexible modern leadership toward a golden Indonesia can be achieved if the leadership has a mental attitude and a broad outlook. That quality of life can be achieved only by working effectively and efficiently, which is measured based on indicators: efficiency, input, and output (Harefa & Sinambela, 2012).

Table 1. Reliability Test of Leadership Style Variables

| Style Leadership | Cronbach's Alpha | Decision |
|------------------|------------------|----------|
| Transactional    | 0.689            | Reliable |
| Transformational | 0.752            | Reliable |

From the output results, an alpha value > 0.6 is obtained, so it can be said that the leadership style construct is reliable. View research results (Sanjaya, 2018) Work motivation has a significant effect on employee performance. Innovative and Flexible Modern Leadership Performance Analysis Towards a Golden Indonesia. Next, we can see the results of reliability testing using SPSS software for leadership performance.

Table 2. Reliability Test of Leadership Performance Variables

| Cronbach's Alpha | Amount Items |
|------------------|--------------|
| .814             | 8            |

The reliability test uses the Cronbach's alpha method, measured based on the alpha scale of 0 to 1. The variable is reliable if the alpha value equals or exceeds 0.6 (Rizqi & Raodah, 2017). From this explanation, the results of this research showed an alpha value of 0.814 > 0.6, so it can be said that the leadership performance construct is reliable. Looking at a person's leadership style is not only their motivation but also the level of public participation in politics, so the level of public participation in politics will greatly determine the level of people's aspirations in determining political leaders. Low public participation can also lead to low legitimacy for someone elected as a political leader (Muslimin & Daeli, 2012).

Innovative and flexible modern leadership toward a golden Indonesia is needed by social media, according to the results of research carried out. Melissa W. Graham says social media in local government can provide urgent consideration for promoting democracy and encouraging dialogue through social media. The results of his research showed that:

“Social media are highly regarded as a beneficial communication tool for local governments. Four primary themes emerged from the data analysis: dialogue promotion, engagement, unconstrained, and barriers. The first three themes focus on the opportunities that social media provides PIOs to communicate with citizens, and the fourth theme presents the challenges faced by local governments that utilize social media. The insights shared by PIOs in local governments are useful for public relations professionals and scholars to help them understand

and apply social media practices to build relationships with citizens and enhance communication practices” (Graham, 2014).

For this reason, modern leadership that is innovative and flexible toward a golden Indonesia towards the vision of Indonesia 2045, which can be seen in Figure 3, is very important. The hope for servants is that people can change directly by understanding science and technology for the sake of much better and more equitable welfare of the people, as well as Indonesia’s national resilience. For this reason, social media is highly regarded as a useful communication tool for local governments. To improve the performance of smart services in the regions, see Figure 1. Towards Indonesia’s Vision 2045, for example, five examples of smart city implementation have successfully supported city government in Indonesia (GamatechnoBlog, 2015). mCity, Qlue, Report, Social Media Mapping, and Panic Button. Smart City Tangerang Live. Thus, research on the performance of modern, innovative, and flexible leadership toward a golden Indonesia is not only an academic effort but also a concrete step in realizing the vision of better national development.

### 3.2. Collaboration and Flexibility

An analysis of collaboration and flexibility in the context of innovative and flexible modern leadership performance to realize a Golden Indonesia requires a deep understanding of cooperation between various stakeholders and the ability to adapt to environmental changes. Collaboration between Stakeholders: Modern leadership must encourage strong collaboration between the private sector, government, academia, and civil society. This creates an opportunity to share the knowledge, resources, and insights needed to address complex challenges and create sustainable solutions. Flexibility in Leadership: Innovative and flexible leadership must have the ability to adapt quickly to changing situations and needs. By prioritizing collaboration and flexibility in leadership, Indonesia can accelerate progress toward its “Golden Indonesia” vision by creating an environment that supports inclusive economic growth, sustainable innovation, and overall societal prosperity.

Analysis of innovative and flexible modern leadership performance towards a golden Indonesia research uses a multistage random sampling method approach (Yusuf, 2017). Therefore, the performance analysis of innovative and flexible modern leadership toward a golden Indonesia can be seen in the quality of work, honesty, and initiative. So, we can see the results of the research and discussion where, on the journey towards the vision of a Golden Indonesia, the role of innovative and flexible modern leadership is very important. Leadership that can adapt to the dynamics of the times and implement new ideas is the key to building a developed and highly competitive country. Innovative leadership is not just about following the latest technological trends but also about the ability to introduce new concepts in state governance and national development. This includes applying unconventional strategies and creative thinking to face various existing challenges. One of the key aspects of innovative and flexible modern leadership is community empowerment. Leaders must be able to involve various parties, including the private sector, civil society, and educational institutions, in the development process. This not only creates a greater sense of ownership among citizens but also ensures that the policies and programs implemented truly reflect their needs and aspirations.

In addition, innovative and flexible modern leadership must utilize the latest technology and knowledge to increase the efficiency and effectiveness of public services. This includes using information technology to improve governance, increase



transparency, and speed up decision-making processes. Thus, to achieve a golden Indonesia, we need to recognize the crucial role of innovative and flexible modern leadership. Only by strengthening leadership that is responsive, progressive, and oriented towards community empowerment can we create a brighter future for the nation and state. Modern, innovative leaders invest in employee development and create an environment where people feel supported and motivated to grow. They adopt an inclusive approach and facilitate continuous learning and growth for all team members. Through creativity, collaboration, flexibility, and building human potential, modern leadership can lead Indonesia toward the vision of a “Golden Indonesia” by addressing future challenges and exploiting new opportunities in innovative and adaptive ways. The reason is that chewing gum can trigger violations such as sticking the gum to the subway door, causing the door to jam (Apriyani & Swari, 2021). This is a small example of Indonesia’s Vision 2045. There will be strange things that are not usual in our society, whether we like it or not. Thus, development starts from the bottom, namely the village (Adlin, 2021; Arsandi, 2022; Fitri et al., 2023; Srimulyani et al., 2023) to direct progress in a more independent manner.

Learning from the experience of international countries shows that the success of transformation and change in organizational governance, especially the bureaucracy in that country, is very dependent on the commitment and character of the leadership (Harefa & Sinambela, 2012). For this reason, an analysis of the performance of innovative and flexible modern leadership towards a golden Indonesia that influences the productivity of an organization, not only that from the region but also from the country, shows that physical capital is then utilized in various ways to support productivity, namely natural resources (Mahadiansar et al., 2020).

### 3.3. Development of Human Potential

Analysis of human potential development in the context of innovative and flexible modern leadership performance to achieve a Golden Indonesia requires understanding how to strengthen individual capacity, improve skills, and facilitate personal and professional growth. By prioritizing the development of human potential, modern leadership can play a key role in creating a strong foundation for inclusive economic growth, sustainable innovation, and equitable progress toward the vision of a “Golden Indonesia.”

Modern innovative leadership emphasizes the ability to think outside the box and generate new solutions to existing challenges. Successful modern leadership not only commands but also builds strong collaboration among its team members. One sign of strong leadership is its ability to develop the human potential around it. The following is an analysis of the performance of innovative and flexible modern leadership towards a golden Indonesia.

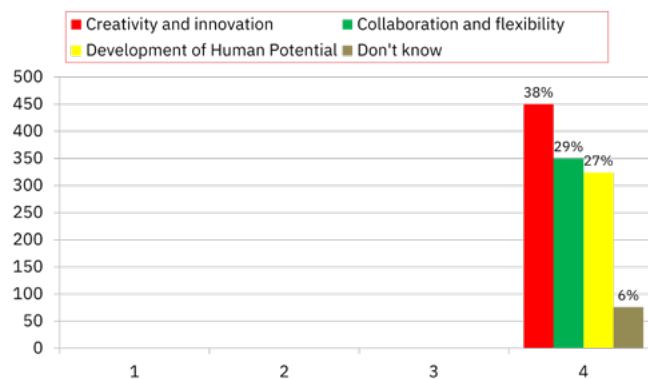


Figure 4. Analysis of Modern Leadership Performance

Based on Figure 4, an analysis of modern leadership performance shows creativity and innovation at 38%. Collaboration and Flexibility (29%), Development of Human Potential (27% and I don't know 6%. The survey above was conducted for one year, involving 1200 respondents throughout Indonesia. Respondents were 17 years old or married, selected using the multistage random sampling method. The survey's margin of error is approximately 2.9 percent at a 95% confidence level. In the context of Golden Indonesia, leaders who can encourage a culture of creativity and innovation will pave the way for the development of various economic and social sectors. They motivate their subordinates to dare to take risks, experiment, and look for solutions never considered. They understand the power of diversity and can combine multiple perspectives to achieve common goals. Flexibility is also key, given the ever-changing business and social environment. Flexible leaders can adapt quickly to change and change their strategy as needed.

Flexible leaders, broader leadership strategies in human psychology (McClanahan, 2020). Seeing this, it is necessary to evaluate the extent to which leaders have a clear vision and directed strategy for achieving the goal of "Golden Indonesia" (Patapan, 2022). Seeing this, it is necessary to evaluate the extent to which leaders have a clear vision and directed strategy for achieving the goal of "Golden Indonesia." Interestingly, in China, we can see that leadership succession has resulted in the emergence of "modern governance," where older leaders can retire voluntarily and continue to influence the politics of a regime after they retire, especially by proactively overseeing future leadership succession (Zhu & Mukhin, 2021). in line with this in Indonesia and the need for Human Resource Development to evaluate the policies and programs implemented to improve the quality of Indonesia's human resources, including education, training, and skills development that are relevant to future needs (Prabowo, 2019) in creating favorable conditions for improving the social and economic well-being of society, including overcoming poverty, alleviating inequality, and equitable development in corporate life for development leadership, with people working hard to try and show that there is something useful (Cole & Higgins, 2021). steps taken to strengthen national resilience, both in terms of security, food security, health, and economic resilience, to face domestic and foreign challenges.

Technology Future trends in technological change will be dominated by information and communication technology, biotechnology and genetic engineering, health and medicine, renewable energy, wearable devices, automation and robotics, and artificial intelligence. With this analysis of the performance of innovative and flexible modern leadership towards Indonesia in the future, there will be an increase in investment, foreign trade, and so on, as we can see in Figure 5.

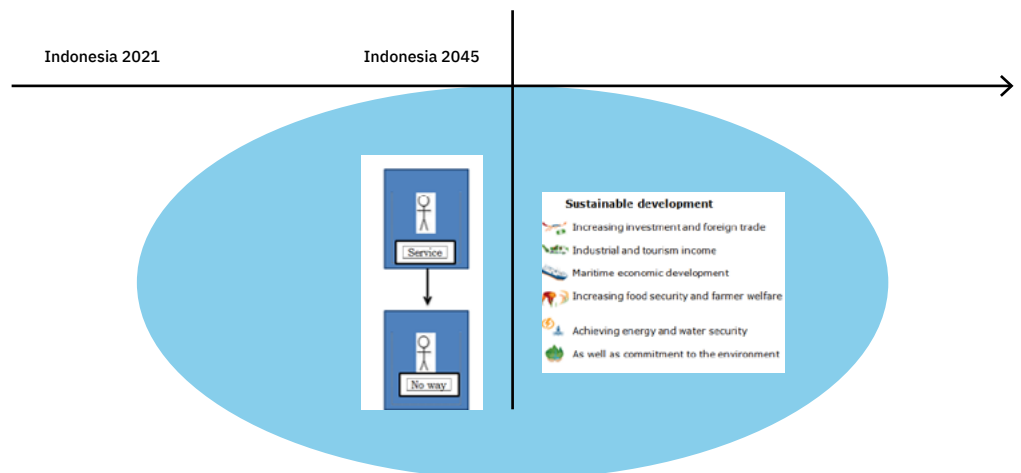


Figure 5. Investment and Foreign Trade

Looking at Figure 5, the performance analysis of innovative and flexible modern leadership toward a golden Indonesia will increase in all directions, such as increasing investment and foreign trade, industrial and tourism income, maritime economic development, increasing food security and farmer welfare, achieving energy and water security, as well as commitment to the environment. In the direction that will occur, the performance of innovative and flexible modern leadership towards a golden Indonesia will increase, sustainable development and not forgetting the development of sustainable regional innovation (Ramadhan et al., 2023).

It will also start from the vision and mission to the standardization of services now as it is happening. The lack of clarity in the mission also makes the orientation of the bureaucracy and its officials towards procedures and regulations very high. Moreover, in the public bureaucracy in Indonesia, which tends to use procedures and regulations as power, the lack of clarity in the mission encourages officials to use procedures and regulations as the main criteria for providing services.

So, good governance skills are needed to provide maximum service to the community (Rizki & Kurniawan, 2023). With good leadership, culture can strengthen family values and provide space for creativity through leadership that involves, mobilizes, and humanizes (Astutik & Gunartin, 2019). Very good performance can be seen from the high level of employee attendance, high employee work productivity, skills in carrying out tasks, having carried out work with full discipline, being completed well, and going according to plan (Sanjaya, 2018). So, it can be concluded that leadership styles, namely transactional leadership style and transformational leadership style, have no effect on employee work motivation. Meanwhile, the results for partial testing obtained a transactional p-value (sig) of  $0.433 > \alpha (0.05)$  and a transformational p-value (sig) of  $0.029 < \alpha (0.05)$ . From the test results above, it can be concluded that the variable of transformational leadership style is significant. Leadership in an organization has a significant influence on the success and dynamics of the organization (Rachmawati et al., 2021) and requires supervision (Pertiwi, 2020), monitoring and dissemination of knowledge, (b) material and financial assistance for both emergency and long-term purposes, and (c) regulatory behavior. There are several limitations in this research, namely, the distribution of the questionnaire using convenience sampling, which was not able to reach all employees. Although managers' sources of evaluation reduce bias in employees' self-evaluations of their jobs (Stern, 2002), honesty values aim to improve the implementation of innovative and flexible modern leadership performance towards a golden Indonesia in 2045, which requires a technology-based public service process. Strengthening innovative programs in the public service sector requires adopting a role model for public-sector innovation initiatives (Hutagalung & Hermawan, 2018).

Analysis of the performance of innovative and flexible modern leadership towards a golden Indonesia towards the vision of Indonesia 2045 with four (four) pillars, namely: (1) human development and mastery of science and technology; (2) sustainable economic development; (3) equitable development; and (4) strengthening national resilience and government governance (Kementerian PPN/Bappenas, 2019). To realize innovative and flexible modern leadership performance toward a golden Indonesia, it is hoped that it can provide something real and accessible directly through the media. Especially for those who want to know about developments in service performance in Indonesia. Because Indonesians can now access anything via the Internet, they expect a responsive government that can provide direct responses without going through difficult processes. President Joko Widodo also released Presidential Regulation Number 95 of 2018 concerning electronic government systems ready to be operated by departments, institutions, and regional governments. The issuance of Presidential

Decree 95 of 2018 marked bureaucratic reform in the Joko Widodo-Jusuf Kalla government era. SPBE, also known as e-government, is an effort to save costs and time and reduce corruption in services provided by the government. Implementing SPBE aims to make the work process efficient and effective while improving the quality of public services.

Public service is the service process carried out by public service providers to the community or service recipients, which is the responsibility of service implementers in providing public services. Officials carry out this public service as government representatives, including services to the community and administrative services. If these two types of public services are implemented well, they will manifest good performance in government. The objectives of public services are stated in "Amendments to Law Number 23 of 2014 on the Implementation of Regional Government." Implementing regional autonomy aims to fulfill the community's needs by providing public facilities and public administration. Therefore, the government has three important functions. We can detail the main tasks of the government. The three important functions of government are providing services to the community (services), empowering all their potential (empowering), and carrying out (development) (Arman, 2021).

#### 4. Conclusion

On the journey towards a golden Indonesia, innovative and flexible modern leadership plays a crucial role. Leadership that can adapt quickly to political, economic, and social changes and implement innovation in development strategies is the main driver of success. Innovative leadership requires leaders who not only focus on solving current problems but can also see the future differently. Creativity and innovation are the main foundations for building a golden Indonesia. Innovative leadership must encourage a culture of creativity at all levels of the organization, facilitate experimentation, and support the development of effective new solutions. By promoting creativity and innovation, modern leadership can stimulate economic growth, encourage the discovery of new technologies, and create significant added value for society. Collaboration and flexibility are the keys to overcoming complex and diverse challenges on the road to a golden Indonesia. The development of human potential is a crucial long-term investment in achieving a golden Indonesia. Modern leadership must strengthen individual capacity through education, training, and empowerment, ensuring fair access and equal opportunities for all levels of society. By prioritizing the development of human potential, leadership can create a workforce that is competent, productive, and ready to compete in the global market. Overall, innovative and flexible modern leadership performance toward a Golden Indonesia requires a holistic approach that combines creativity, collaboration, and the development of human potential. By combining these three aspects effectively, leadership can lead Indonesia towards a brighter and more sustainable future.

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