



DOI: <https://doi.org/10.38035/dijemss.v6i2>

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Influence Leadership in the Implementation of Human Experience Management in Depok City Government

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Abstract: This study examines the influence of leadership on the implementation of Human Experience Management (HXM) within the Depok City Government. Using a qualitative approach with a case study method, the research involved 20 participants, including structural, functional, and operational officials. Data collection was conducted through in-depth interviews, participant observations, and document analysis. The findings indicate that leadership plays a pivotal role in the successful implementation of HXM, particularly in driving digital transformation and fostering changes in organizational culture. The adoption rates of HXM technology vary, with collaboration tools (90%) and employee portals (85%) showing the highest levels of usage. The transformation of the organizational culture from a hierarchical to a collaborative model has successfully enhanced employee engagement (80%) and work-life balance (85%). However, challenges such as resistance to change, technostress, and generational gaps in digital competency were identified. This study developed a comprehensive HXM implementation framework tailored to the context of local government and highlighted effective leadership practices for driving digital transformation in bureaucracy. The practical implications include the importance of a phased approach to digitalization and the development of leadership programs focused on digital competencies.

Keyword: Human Experience Management, digital leadership, organizational transformation, bureaucracy, change management.

INTRODUCTION

The era of digital transformation and rapid changes in work dynamics has driven organizations, including those in the public sector, to adopt a more human-centric approach to human resource management. Human Experience Management (HXM) has emerged as an evolution of Human Resource Management (HRM), focusing not only on administrative functions but also on the holistic experience of employees within the organization (Adatsi et al., 2020). In the context of government, implementing HXM is becoming increasingly important to enhance the performance and well-being of state civil servants (ASN), who serve as the frontline of public service.

Leadership plays a vital role in the success of HXM implementation, especially in a bureaucratic environment that has its own characteristics and challenges. The Depok City Government, as one of the metropolitan cities in Indonesia that borders directly with DKI Jakarta, faces complexity in managing its human resources along with the growth of the city and the increasing demands of the community. The digital transformation accelerated by the COVID-19 pandemic has changed the traditional way of working to be more flexible and technology-based, creating an urgency for leaders to adopt a more adaptive approach in managing employee work experiences (Ricucci, et al., 2019).

Previous research conducted by CP and Susanto (2019) on the implementation of HXM in several government agencies in Indonesia showed that transformational leadership style has a significant positive correlation with the level of HXM adoption and employee job satisfaction. The study revealed that organizations led by leaders with a transformational orientation managed to achieve a 35% higher level of employee engagement compared to organizations that implemented a conventional leadership style.

In the context of modern governance, HXM becomes a strategic instrument to create a work environment that supports innovation and productivity. According to Farida et al (2019), technology integration in employee experience management can increase operational efficiency by up to 40% and reduce employee turnover by 25%. However, the success of HXM implementation is highly dependent on the leader's ability to articulate the vision, build a positive work culture, and ensure alignment between technology and human-centered aspects in the organization.

The Depok City Government, with a population of more than 10,000 ASN employees, faces significant challenges in optimizing the work experience of its employees. This complexity is compounded by the diversity of generations in the work environment, from Baby Boomers to Generation Z, each of whom has different work expectations and preferences. The role of leadership becomes increasingly crucial in bridging this generational gap through an inclusive and adaptive HXM approach.

This study aims to analyze the influence of leadership in the implementation of HXM in the Depok City Government, with a special focus on critical aspects such as employee engagement, digital adoption, and organizational culture transformation. The results of the study are expected to provide significant contributions to the development of effective leadership models in the context of employee experience management in the public sector, as well as being a reference for other government agencies in optimizing the implementation of HXM..

METHOD

This study uses a qualitative approach with a case study design to explore in-depth the influence of leadership on the implementation of Human Experience Management (HXM) in the Depok City Government. A qualitative approach was chosen for its ability to uncover the meanings, patterns, and in-depth experiences of participants related to the phenomenon being studied (Creswell & Poth, 2023). A case study design was employed to understand the complexity of HXM implementation within the context of public sector leadership, drawing on the qualitative research framework developed by Rahmawati and Kusuma (2023) for studying government organizations. The research was conducted in the Depok City Government, focusing on work units that had implemented HXM for at least one year.

This study involved 20 participants selected using purposive sampling technique with specific criteria to ensure the richness and depth of data. Participants consisted of 5 structural officials (1 Head of Service, 2 Heads of Divisions, 2 Heads of Sections), 8 functional officials (2 Policy Analysts, 2 Planners, 2 Computer Technicians, 2 HR Analysts), and 7 implementers (3 Senior Staff with >10 years of service, 4 Junior Staff with <5 years of service). The selection

of participants took into account the diversity of job levels, functions, and experiences to obtain a comprehensive perspective on HXM implementation.

Data collection was conducted through triangulation methods including in-depth interviews, participant observation, and documentation studies. Semi-structured interviews were conducted with a duration of 60-90 minutes per participant using an interview protocol developed based on the Wijaya and Pratama (2023) framework. Participant observation was conducted for 3 months with a structured schedule to directly observe HXM leadership practices and implementation. Documentation studies included analysis of HXM policy documents, implementation reports, and related meeting documentation. All interviews were recorded and transcribed verbatim, while observations were documented through structured field notes.

Data analysis used a thematic approach based on the Miles, Huberman, and Saldana (2023) model, which includes the stages of data condensation, data presentation, and drawing-conclusions. To ensure the credibility of the research, triangulation (source, method, and time), member checking with participants, peer debriefing with fellow researchers, and an audit trail were carried out to document the entire research process. This study also pays attention to ethical aspects by obtaining informed consent from all participants and maintaining data confidentiality through the use of pseudonyms and secure data storage.

RESULTS AND DISCUSSION

Implementation of Human Experience Management in Depok City Government

The results of the study show variations in the implementation of HXM in various work units of the Depok City Government. Based on in-depth interviews with 20 participants, several main themes related to the implementation of HXM were found.

Table 1 Perception Participant to HXM Implementation

Aspect Implementation	Amount Response	Example Quote Participant
Digitalization of Work Processes	15	"Now all processes are digital, from attendance to performance evaluation" (P3, Head of Division)
Personalization Experience	12	" Every Employees have different learning journeys in accordance needs " (P7, HR Analyst)
Engagement Program	18	"There is a discussion forum weekly For accommodate aspirations " (P12, Senior Staff)
Wellness Initiative	14	health and work-life balance programs are very helpful " (P15, Junior Staff)
Resistance to Change	8	"Some senior employees are still having difficulty adapting" (P9, Head of Section)

Based on the data presented in Table 4.1, it can be seen that the majority of participants acknowledged that there was a significant transformation in the work process through digitalization, with 15 out of 20 participants responding positively to this change. The engagement program received the highest response with 18 participants acknowledging its effectiveness in increasing employee engagement. Interestingly, although personalization of experiences and well-being initiatives received positive responses from more than half of the participants, there was still significant resistance from some employees, especially among senior employees who needed more intensive assistance in adapting to change. This indicates the need for a more structured and personalized change management strategy in the implementation of HXM.

Leadership Role in Digital Transformation

Analysis of leadership roles in digital transformation reveals different styles and approaches adopted by leaders at different levels.

Table 2 Characteristics Digital Leadership

Dimensions Leadership	Frequency Observation	Impact Felt	Example Implementation
Visionary Leadership	16 times	Tall	Establishment of digital roadmap 2024-2026
Adaptability	12 times	Currently	Adjustment policy based on feedback
Tech Savviness	10 times	Currently	Use of analytics dashboard
Change Management	15 times	Tall	Digital mentoring program
Innovation Culture	8 times	Low	Internal hackathon

Observations on digital leadership characteristics reveal the dominance of visionary leadership and change management in HXM implementation, with each dimension recorded 16 and 15 times the frequency of observation. This finding confirms the importance of the role of leaders in articulating the vision of digital transformation and managing the change process. Tech-savviness and innovation culture show lower frequencies, - but still have a significant impact on the success of HXM implementation. Further analysis indicates that leaders who have a combination of visionary and change management capabilities tend to be more successful in driving technology adoption and organizational culture transformation. This is an important lesson in developing digital leadership competencies in the public sector.

Transformation Culture Organization

Research identified significant changes in organizational culture since the implementation of HXM.

Table 3 Cultural Change Organization

Aspect Culture	Before HXM	After HXM	Testimonials Participant
Communication	Hierarchical	Collaborative	"It's now easier to communicate across levels" (P5)
Decision -making	Top down	Participatory	"There is room to provide input" (P11)
Innovation	Limited	Driven	"New ideas are more appreciated" (P8)
Work Style	Rigid	Flexible	"Remote working makes more productive " (P17)
Learning Culture	Formal	Continuous	"Learning becomes part of everyday life" (P13)

The organizational culture transformation seen in Table 4.3 shows a fundamental shift from a traditional model to a more adaptive and collaborative culture. The most significant changes are seen in the aspects of communication and work style, where the hierarchical model is transformed into a more collaborative and flexible one. Participant testimonials confirm that these changes have increased the effectiveness of cross-level communication and encouraged innovation in the way of working. A culture of continuous learning has also begun to be embedded in the daily life of the organization, marked by increased knowledge- sharing and competency development initiatives. This transformation reflects the success of HXM implementation in changing the mindset and behavior of the organization.

Implementation Technology in HXM

Analysis of technology implementation reveals varying levels of adoption and effectiveness of digital platforms in supporting HXM.

Table 4 Adoption HXM Technology

Platform/Tool	Adoption Rate (%)	Key Benefits	Challenge Implementation
Employee Portal	85%	Access to information centralized	Connectivity network
Performance Analytics	72%	Evaluation data-based	Complexity system

Learning Management System	78%	Personalization learning	Content limited
Wellness Apps	65%	Health monitoring	Data privacy
Collaboration Tools	90%	Efficiency communication	Resistance user

HXM technology adoption data shows varying levels of success in implementing various digital platforms. Collaboration tools and employee portals recorded the highest adoption rates at 90% and 85% respectively, indicating success in integrating information and communication technologies into work processes. Performance analytics and learning management systems showed moderate adoption rates, while wellness apps had the lowest but still significant adoption rate at 65%. This variation reflects a combination of factors such as ease of use, relevance to work needs, and effectiveness of change management in the implementation process. The identified implementation challenges provide important insights for improving future technology adoption strategies.

Impact and Challenges Implementation

The research identified various impacts and challenges in HXM implementation.

Table 5 Impacts and Challenges of HXM Implementation

Category	Impact Positive	Challenge	Recommendation Participant
Performance	<ul style="list-style-type: none"> Improvement productivity (75%) Process efficiency (65%) 	<ul style="list-style-type: none"> Adaptation technology KPI Standardization 	"Need training sustainable " (P4)
Engagement	<ul style="list-style-type: none"> Participation active (80%) Initiatives employee (70%) 	<ul style="list-style-type: none"> Resistance change Gap generation 	"Intergenerational mentoring is effective" (P16)
Welfare	<ul style="list-style-type: none"> Work-life balance (85%) Satisfaction work (78%) 	<ul style="list-style-type: none"> Digital workload Technostress 	"Need "right to disconnect policy " (P10)
Learning	<ul style="list-style-type: none"> Skill development (72%) Knowledge sharing (68%) 	<ul style="list-style-type: none"> Limited study time Relevance of the material 	"Materials are needed contextualization " (P19)
Culture	<ul style="list-style-type: none"> Collaboration (82%) Innovation (65%) 	<ul style="list-style-type: none"> Old mindset Organizational silos 	"Need a role model from the leader" (P2)

The evaluation of the impact and challenges of HXM implementation revealed promising results in various aspects of the organization. An increase in work-life balance of 85% and an active participation rate of 80% indicate the success of the program in improving employee well-being and engagement. The learning and competency development aspect also showed positive results with a skill development rate of 72%. However, significant challenges were still encountered in the form of resistance to change, generational gaps, and technostress. Participant recommendations provided valuable insights for program development, especially regarding the importance of intergenerational mentoring and policies that support digital well-being. These findings provide an important basis for improving HXM implementation in the future.

Discussion

Research results about influence leadership in The implementation of Human Experience Management (HXM) in the Depok City Government show a number of findings important that can discussed in context literature and research previous.

Digital Transformation in HXM Implementation

The research findings show varying levels of technology adoption in HXM implementation, with the highest adoption rates for collaboration tools (90%) and *employee portals* (85%). These results are in line with Mehrotra and Salunkhe's (2024) study which found that the success of HXM implementation in the public sector is highly dependent on the level of digital technology adoption. However, this study reveals more specific challenges related to senior employee resistance, which were not found in Wijaya and Sutrisno's study.

In the context of digitalization of work processes, the research findings on the need for continuous training reinforce the results of the study by Krishnan, et al. (2024) which emphasizes the importance of digital competency development programs in the transformation of public organizations. The difference is, this study found that the intergenerational mentoring approach was more effective than the formal training recommended in previous studies.

Leadership Role in Transformation Organization

The research results identify visionary leadership and change management as the most influential leadership dimensions in HXM implementation. These findings reinforce the study by Oreg and Berson (2019), which found a positive correlation between visionary leadership style and the success of digital transformation in government organizations. However, this study adds a new dimension: the importance of leader tech-savviness, which has not been discussed in previous studies.

The aspect of *change management* that emerged as a critical factor in this study is in line with the findings of Bagga, et al. (2023) regarding the importance of leaders' ability to manage resistance to change. This study provides a new contribution by identifying specific practices that are effective in the context of local government, such as digital mentoring programs and weekly discussion forums.

Transformation Culture Organization

The change in organizational culture from hierarchical to collaborative found in this study strengthens Paais and Pattiruhu's (2020) argument about the importance of cultural transformation in implementing HXM. However, this study found that the cultural transformation process in the Depok City Government took place faster (8-12 months) compared to Nugroho and Widodo's findings which indicated a process of 18-24 months.

The findings on increased work flexibility and its impact on productivity are in line with the results of Nam and Park's (2019) study in several government agencies. However, this study reveals new challenges related to the balance between flexibility and accountability that have not been discussed in previous studies.

Impact HXM Implementation

Improvements in employee engagement (80%) and work-life balance (85%) were found in this study, which are higher compared to the results of Lemon's study (2019), which reported an average increase of 65% in engagement and 70% in work-life balance in government organizations. This difference is possibly due to a more comprehensive approach to HXM implementation in the Depok City Government .

The findings on technostress and digital workload provide new perspectives that have not been widely discussed in previous literature. This enriches the understanding of the negative impacts that need to be anticipated in the implementation of HXM, as generally mentioned by Lemon (2019).

Implications Practical and Theoretical

This study produces several important implications, both from a practical and theoretical perspective, that can make a significant contribution to the development of Human

Experience Management (HXM) implementation in the public sector. From a practical perspective, this study underlines three key aspects that need to be considered in the implementation of HXM: the importance of implementing a gradual approach in the digitalization process by considering the level of employee readiness, the urgency of developing leadership programs that focus on strengthening digital competencies, and the importance of designing policies that can maintain a balance between productivity demands and employee welfare. These practical implications strengthen and expand the recommendations previously proposed by Sutrisno and Rahmawati (2023) in the context of HXM implementation in the public sector.

From a theoretical perspective, this study provides three main contributions that enrich the understanding of HXM implementation in the public sector. First, this study successfully developed a more comprehensive and contextual HXM implementation framework for the local government environment. Second, this study identifies critical factors that play a role in supporting the success of bureaucratic digital transformation. Third, this study deepens the understanding of the strategic role of leadership in the transformation process of public organizations. This theoretical contribution complements and enriches the theoretical model previously developed by Pratama et al. (2024) regarding digital transformation in the public sector.

However, this study is not free from several limitations that need to be considered in interpreting and applying its findings. These limitations include three main aspects: first, the focus of the study on only one local government limits the possibility of generalizing the findings to a wider context; second, the relatively short observation period of only three months limits understanding of the long-term impact of HXM implementation; and third, there are limitations in accessing historical data on HXM implementation that could provide a more comprehensive picture of the development and evolution of the program.

CONCLUSION

Based on results research and discussion , can concluded that leadership play fundamental role in success Implementation of Human Experience Management in Depok City Government . Dimensions the most influential leadership is visionary leadership and change management capability, which is reflected in ability leader For to articulate vision digital transformation and managing resistance change . The implementation of HXM has resulted in a significant transformation in organizational culture, characterized by a shift from a hierarchical to a collaborative model, increased work flexibility, and a strengthening of a culture of continuous learning.

The study also revealed that the success of HXM implementation is highly dependent on the effective integration of technology, leadership, and organizational culture. The high adoption rate of technology in collaboration tools (90%) and employee portals (85%) indicates the readiness of organizations in digital transformation. However, challenges such as technostress, digital competency gaps, and the need for a balance between flexibility and accountability still require special attention in the development of future HXM policies and programs.

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