

Institutional glorification public organization in Palembang City, Indonesia: Interplay between social identity and leadership

M. Yusuf (Corresponding author)

Department of Business Administration, State Polytechnic of Sriwijaya, Palembang, Indonesia
m.yusuf@polsri.ac.id

Yusnizal Firdaus

Department of Business Administration, State Polytechnic of Sriwijaya, Palembang, Indonesia
yusnizalfirdaus@yahoo.co.id

Sopiyar Ar

Department of Accounting, State Polytechnic of Sriwijaya, Palembang, Indonesia
sopian_ar@polsri.ac.id

Titi Andriyani

Department of Business Administration, State Polytechnic of Sriwijaya, Palembang, Indonesia
Titiyulian001@gmail.com

Abstract

Public organizations nowadays face two issues. For one, there is a growing demand for good governance to tackle their typical weaknesses. Another, the application of e-service is already imperative, partly as a way to ascertain that a good governance is in place. However, the handling of two issues has been cumbersome. The present study conceives the importance social identity might play, the sense of belonging represented by spirit de corps, driven by lag compared to their private counterpart. For those purposes, it inserts organizational glorification to find out its' effect on sustainable E-service implementation. It also designs good governance orientation which is of relevance to any public organization. It conceives that good governance orientation could serve as a partial moderator in the relationship between transformative leadership and sustainable e-service implementation, and between institutional glorification and sustainable e-service implementation.

Keywords: Transformative leadership, governance orientation, organizational glorification, sustainable e-service implementation



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1. Introduction

Introduce the Problem

Information era has driven most of organizations to apply e-service to stay ahead in a tighter competition. Public organizations in no exception. The application has been necessary to support the goal of optimal service delivery. Since reform era in Indonesia began 1997/1998, central government has considered the importance of e-service. To make certain its implementation nationwide, it has passed several laws in Indonesia including presidential instruction No. 3 of 2003 concerning National Policy and Strategy of e-Government development, which is later followed by Act No. 11 of 2008 concerning Electronic Information and Transaction, Law No. 14 of 2008 concerning Public Information Disclosure, and Law No. 25 of 2009 concerning Public Service.

They serve as bases for the application of e-service in public organizations. Today, almost all public organizations have applied online tool to modernize the mechanism of public service provision. The movement for e-service in public organizations has been widespread, covering from town to suburban areas.

The adoption of regional autonomy by central government since 1999 highlighting democratic value and thus public participation furthers support to the e-service. By adopting regional policy, central government emphasizes the expectation that regional governments can make the right policies for local public interests which only can be achieved by principles of partnership and dual communication encapsulated by public participation. By this way, local policies can be tailored to typically local needs. It surely leads a higher service quality, public satisfaction and trust.

No wonder that the application of e-service for public organizations is also expected to rise good governance. As a whole, e-service supports governance as it enables for transparency, information, and accountability, facilitates public participation, and improves the efficiency of service delivery. IT facility allows public organizations to inform their achievement, programs, plans, and process of existing projects. Accessing this information eliminates time and space barrier. People can learn and make transaction with their government in any time and at any place.

Another important related contributions IT could serve are the chances of having clean government. Clean government is related to reduced job abuses such as graft, corruption, and bribery. In regard to democracy, IT facility supports people's voice and presentation in future policies that are oriented to the fulfillment of public needs.

Problem

The issue of good governance is critical to public organizations. Literature has identified that many countries suffer from weak leadership in their public organizations. It is due many factors. Some among others are that the appointment is generally politic- than merit-based, favoritism that strengthens like-and-dislike orientation, or bureaucratic culture that might

prevent the best effort to advance the organization. It is to say that existing culture in certain extent could inhibit the care for good governance (Yuliani, 2004). Some studies emphasize the inefficiencies (or pathological symptoms) of bureaucracies, arguing that the pathologies are inherent in public organizations (Derlien, 1992; Adler and Borys, 1996).

The spirit of reform that have risen the related movements of regional autonomy and good governance gain momentum at the time of 1998 New Order's fall down. This era has been indicted as the breeding ground of pathologies of many governmental organizations. Corruptions, grafts, collusions, and nepotism were massive, even still are today in a lesser degree. As indicated by Transparency International (1999), Indonesia was one of the most corrupt countries in the world (Transparency International, 1999).

The present condition is not less relieving. According to online service index (OSI) survey in 2016, Indonesia is in the middle rank together with Belarus, Bolivia, Egypt, Nepal, and others, which is under other ASEAN countries such as Malaysia, Thailand and even (United Nations, 2016). E-Government Development Index (EGDI) from United Nations of Department of Economic and Social Affairs in 2016 put Indonesia on 116th position, compared the rank 106th in 2014 (United Nations, 2016), which is still far below other Southeast Asian countries such as Malaysia (ranked 60th), Philippines (ranked 71st), and Brunei Darussalam (ranked 83rd).(United Nations, 2016) Some scholars have emphasized that some pathologies inherent in public organizations are the culprits (Derlien, 1992; Adler and Borys, 1996). Almost all public organizations in Indonesia were suspected of heavily suffering from these pathologies in the era of new order. Reform era though have managed this by bringing to the fore the issues of common participation even though with a little success.

This condition might partially explain the fact that e-service quality of private organizations somehow surpasses their public counterpart. Some public organizations manage to keep up the progress made by private organizations, still many other public organizations still grapple (Hermana, 2012). Hermana's research (Hermana, 2012) discovered that the Indonesian local government websites is more informational rather than transactional. Online payment system are commonly absent in their designs. Utama (2014) confirms that most public organizations' e-service users consider that e-service in private sector is better than that in public counterpart in the field of community services.

To settle these pathologies, the present study looks into the important role of transformative leadership. The movement of organization-wide machinery would follow the direction made by main leader. He or she should be independent, care-free from other high-ranked officers' interests, and has ability to change either organization's tangible or intangible capital. However, to have a such leader, government institution should have a proper recruitment system. Only by a such way, they have a rare chance of accommodating transformative leader. Without such a leader, a great performance in e-service is a long way to go. People mostly avoid a huge change from old deeply-rooted ways as EkoPrasojo, Vice State Minister

for the Empowerment of State Apparatus stated on July 14th, 2012. The implementation of e-service itself does not necessarily lead to organization-wide change (Aritonang, 2017). For a genuine e-service implementation for public organization in a professional manner, the study makes a new Sustainable E-Service Implementation construct. It refers to the procurement of e-service customized to the interest of users, continuously adapted and developed to most state-of-the art of technology that can uplift organizational image and public trust that usher to belief that public organization as a pioneer of change and progress.

The practice of sustainable e-service implementation heavily relies on the presence of transformative leadership. Continuous improvement in E-service by following the dynamic of public needs and state-of-the art technological development requires sound skill, knowledge, and competitive spirit that leaders with transformative quality that aspire and motivate people to keep up the changes. Beside conceiving that transformational leader type can pave the way for the achievement of sustainable e-service implementation, the present study also gives weight on good governance orientation. By doing so, the present study has several purposes. On one hand, it intends to find out whether transformative leadership, governance orientation, and sustainable e-service implementation really exist on the perception of staff of government offices in Palembang city. If they do so, it also intends to find out if there are relationship among them, and mediating role of governance orientation in the effect of transformative leadership and sustainable e-service. More importantly, it also explores the possible existence of in-group glorification among staff that increase the governance orientation and sustainable e-service implementation, with resulting effect of mediating role of in-group glorification in the relationship between governance orientation and sustainable e-service implementation. It has several novelties as consequences. Besides new variables such as governance orientation and sustainable e-service, its combination of in-group glorification which is derived from social identity and behavioral intention derived from planned behavior theory is rather new. The results would certainly enrich human resource literature.

In-group glorification comes to the fore when people at the first place are attracted to be civil servant as social identity and there is a threat or challenge that undermine the image or esteem. Civil servant in Indonesia has its own privilege and is considered as high status. Individuals who work in governmental bodies commonly receive respect from society. In political terms, their positions are also accounted for by officer candidates in presidential or regional elections. Indonesia also has KORPRI as an umbrella institution for national civil servants. It could serve as a strong social identity that provide high dignity and self-esteem. On other hand, this condition is accompanied by weak reputation and widespread negative work performance perception. Work security, pension assurance, automatic career system contribute to low performance spirit. The study on the existence of in-group glorification in civil servant would provide valuable insight.

2. Literature

Organizational Glorification

According to Rocass et al. (2006) glorification refers to consideration that in-group is superior to other groups, and resulting respect to symbols related to the group such as the name of the group, its functions or uniforms. Individuals with this feeling have an opinion that the in-group is better and more respectful than other group, and feel insulted if others show otherwise. The disrespect to the group's position contradicts to their group idealization.

As glorification is related to self-threat to the in-group might lead to efforts to improve esteem by heightening organization image and reputation. Individuals with high glorification are less likely to accept negative information about their group's behavior (Doosje, Branscombe, Spears, & Manstead, 2004). In their study of past guilt in war time, Ana et al. (2011) found that individuals attempted to maintain their in-group image even when their nation has committed crime in war time. They make excuses such as then condition that permitted the deed, or the existence other countries with the same deed, or even the mistakes of war crime victims.

The present study takes the meaning of organizational glorification as the desire to see the organization where an individual is a part has a glorious position vis-a vis other organizations as this uplifts his or her self image, esteem and thus identity. Glorification entails motivation and commitment to maintain the positive image of organization where an individual is a member or part over other organizations by actively struggling to contribute to organization progress to the point that others admit its dominance or excellence.

Transformational Leadership

Transformational leadership is about ability to encourage followers to achieve over expectation and above average. Leaders can motivate followers to put group or organization interests first before their own (Bass and Avolio, 1990; Northouse, 2001; Shamir, 1995). Leadership literature usually compares the performance and effectiveness of transformational leadership vis-à-vis transactional leadership. Some research proves that transformational leadership are more effective than transactional leadership (Bass and Avolio, 1990; Northouse, 2001; Dvir et al., 2002; Waldman et al., 2001), in the terms of follower performance that is beyond expectation compared to that in transactional one. Lowe et al. (1996), through meta-analysis of 39 studies proved that transformational leaders were considered as more effective than transactional leaders.

Transformational leadership is characterized as an ability to drive innovation and knowledge that increase organizational performance (Howell and Avolio, 1993). The studies by Damanpour and Schneider (2006) and Howell and Avolio (1993), for example, found a clear relationship between transformational leadership and innovation. However what process that enables organization to innovate is still much to explore (Zollo and Winter, 2002). Theory of transformational leadership was originated from Burns (1978). Bass (1985) furthered its

development. Based on their thoughts, leaders have ability to influence followers to embrace organization vision as theirs. They make followers set aside their own personal interests and prioritize collective goals as main goal (Bass, 2006).

According to Gray and Starke (1997) transformational leadership refers on individual quality in terms of ability to inspire the followers to achieve organizational goals. Transformational leadership style has their own four dimensions that include Idealized Influence, Individual Consideration, Intellectual Stimulation and Inspirational Motivation.

In idealized influence dimension, leaders provide vision and mission to followers, and inspire them for the achievement by means of faith and admiration. Leaders become role model from which due to respect and trust, followers take the mission as their own. In individual consideration, leaders deals followers at personal level. Face to face communication enables for closer attention, more intimate familiarity on personal advantages and disadvantages and also handicapes lay ahead, mutual understanding between two parties where follower can have sense of higher appreciation and trust to complete the work, not to mention valuable experience (Hater & Bass, 1988). It can amount to heightened dedication and motivation to perform the task in the best they can. In intellectual stimulation, transformational leader encourages followers to pursue goals in a new way by finding the solution of problems in creative, critical and logicalmaners. In inspirational motivation, leaders make themselves as examples to follow when they want followers to get inspired to achieve goals by presenting challenges and their meaning to future organization progress when they can turn challenge into valuable results which require courage and smartness to do so.

Past studies have constantly reported that transformational leadership is more effective, productive, innovative, and satisfying to followers as both parties work towards the good of organization propelled by shared visions and values as well as mutual trust and respect (Avolio& Bass, 1991; Fairholm, 1991; Lowe, Kroeck, & Sivasubrahmaniam, 1996; Stevens, D'Intino, & Victor, 1995).

Past researchers contended that twenty years of leadership studies have concluded that leaders who possess some values of transformational leadership style would generate higher level of employees' commitment and satisfaction (Avolio& Bass, 1991; Fairholm, 1991; Lowe, Kroeck, & Sivasubrahmaniam, 1996; Stevens, D'Intino, & Victor, 1995). Past studies found that shared visions and values as well as mutual trust and respect as determining factors that transformational leadership is more effective, productive and innovative (Avolio& Bass, 1991; Fairholm, 1991; Lowe, Kroeck, and Sivasubrahmaniam, 1996; Stevens, D'Intino, & Victor, 1995). This performance is much derived from followers commitment (Avolio& Bass, 1991; Fairholm, 1991; Lowe, Kroeck, & Sivasubrahmaniam, 1996; Stevens, D'Intino, & Victor, 1995).

However, in practice, there are still quite poor public services in Indonesia which can be seen in procurement services goods/services. Some examples of poor service including price gouging (mark up), conspiracy and manipulation of work packages have been growing

massively. Based on Udoyono's research (2012) shows that procurement of goods/services conventionally has caused state losses around 10-15%. Furthermore (Udoyono, 2012) said that the things above can be minimized by implement a goods/services-based procurement system electronic (e-procurement).

Governance Orientation

Good governance according to United Nations is a commitment to administration of management system in line with principles of democracy and efficient market, investment fund misallocation avoidance, corruption prevention in political and administrative terms, budgetary discipline and legal and political framework for activity development. The emphasis lies on synergic relation between organization, state and public. According to UNDP, good governance refers to synergic and constructive relationship between state, organization and society in principles of participation, law supremacy, transparency, responsiveness, consensus, equality, effectiveness and efficiency, responsibility and strategic vision.

World banks and other multilateral development banks work on good governance emphasizes issues such as including transparency and accountability, regulatory reform, and public sector skills and leadership. While other organizations, like the United Nations, European Commission and OECD, are more likely to highlight democratic governance and human rights.

Taken together, good governance could be considered as organizational behavior affected by principles of transparency and accountability, regulatory reform, responsiveness, equality, effectiveness and efficiency. By word orientation, the present study means to organizational willingness and subsequent commitment to direct all its activities based on good governance framework.

Organizational culture can be either supportive or unsupportive of organizational initiatives. It also has the potential to influence employees' ability or willingness to adapt or perform well (Weick and Quinn, 1999). Organizational culture can function as either an internal facilitator or a barrier with the potential to impede the implementation of a new development.

Hypotheses and Research Design

The present study conceives that leaders with transformational quality can make a fast and positive turnaround that beats organization to move a head. They have ability to change organization atmosphere and mood to a right direction. Cultural change and spirit vigation is their main target to achieve. It is their specialty to inspire, direct, move and encourage people to leave their organization backwardness, achieve what they have left, and pass competitors in the way of beyond expectation. Thus, it hypothesizes that H1 transformational leadership has a significant effect on a sustainable e-service implementation.

Leaders with transformational quality would feel compelled to make sure their organization geared by governance orientation. It is especially when their recruitment is a part of the duty

of governance framework installment within the organization or when law and job description require them to do so. Any public organization in Indonesia should orient their activities on governance framework as standard for their performance in service provision and delivery. It is their obligation to make a n organization turnaround when it is laggard in progress, awful in providing services, characterized with in transparency, and being without liability for their works. The work of O'Connell (2016) shows that that transformation leadership is the most conducive style for organizational governance. Hypothesizes that H2 Transformational leadership has a significant effect on governance orientation.

Wong and Welch (2004) found a significant relationship between e-government and accountability which is a important part of governance. The data is compiled from fourteen countries. Bhatnagar (2004)'s finding of relationship between e-government and transparency which is another important part of governance confirmed the finding further. The present study intends to explore the effect of governance orientation and e-government implementation by conceiving that the stronger governance orientation is in public organization, the bigger the effect it has on e-government implementation. It implies that when an organization has a strong motivation to achieve governance target as one vital organization's objective, by making gradual progress to it, at the same time there is an equally strong motion to implement e-service. The achievement of governance target is impossible without e-service support that allows for interaction with other important stakeholders such as government and society. The progress of governance installment should be equipped with well-developed e-service. The more successful government installment requires continuous development in e-service that the study calls sustainable e-service. It brings out another implication of possibility concerning two way effect between governance and e-service. Thus, it hypothesizes that H3 Governance orientation has a significant effect on sustainable e-service implementation.

Individuals have a desire to protect their in-group identity (e.g., Tarrant, Calitri, & Weston, 2012; Zebel, Doosje, & Spears, 2009). They do this either by covering bad image with several reasons, making stereotypes of outsiders, or even heightening performance to result in positive image that can increase members esteem and offset previous negative image. The present study discerns that better performance of e-service in private sector provide threat to the esteem of public institutions whose position in society holds high and respected values. It also provides challenge for public organizations to emulate or even make progress beyond what private sector has achieved. In informational technology era, e-service has been a norm that any institution cannot neglect for future success. As a service organization, public organization much relies e-service for its optimum performance, it would improves its e-service overtime to follow society dynamic in order to maintain its relevance. Private organization dominance in e-service might disturb public institutions supremacy as main service provider, and set them aside as key player in service sector. When sense of glorification exists among public staff and stick them together under the umbrella of civil servant, it would serve as lingering energy enlivens in-group members to always stay on top

in order to maintain group esteem. As long as e-service concern, sense of glorification should ripple through wide-organization landscape and wake the members up to catch up and exceed. Thus, it hypothesizes that H4 in-group glorification has a significant effect on sustainable e service implementation.

As governance framework has become standard for the successful administration of public organization, glorification is expected to drive in-group members to collectively strengthen the culture and commitment to governance. They need to have heightened esteem resulting from positive judgment from society and government which have participatory positions as supervisors in governance system. From transparency, they could displays their accountability, responsiveness, achievements through clean procedures, and relevance of their activities that suit to the most current public needs. It all lead to superior professionalism and superb morale that society and government as out-group should give credit to public organization. It is also pertinent to globalization era with its informational technology power that assures connectivity. It means that sense of glorification might invigorate the desire for more transparency, accountability, heightened image of clean practice, effectiveness and efficiency and open communication for shared knowledge that allows for service relevance for latest public demand, and for recognition of organization's achievements. Thus, it hypothesizes that H5 in-group glorification has a significant effect on governance orientation.

3. Method

It will make a survey to several government offices which have already embarked a appropriate E-service. There will be three stages of surveys prior to research. First, researchers will evaluate the quality and performance of e-service provided by Palembang government offices, and determine their continuous improvements that represent sustainable e-service. It is guided by other survey that involves public opinions as real users. The last survey involves employees whose offices are under consideration for research regarding their leader quality for being characterized as transformational leaders. These should constitute as selection of which government office eligible for research model.

For new constructs, content and face validity tests are imperative. It will involve interviews with some experts (expert judgment) for content validity, and consultation with 5 (five) respondents for face validity. For construct validity it will conduct Kaiser-Meyer-Olkin (KMO) test. Pre-test will involve questionnaire distribution to 40 civil servants. For sample size, it follows Malhotra's argument (1993) saying that the sample size could be 5 to 10 times of indicators of all variables involved in the research model.

The study applies SmartPLS for data analysis for its rather model is rather complex, with some predictive relationships (Chin, 2010). It includes confirmatory analysis (CFA) and path analysis to confirm validity and reliability of research's instruments (Hair et al., 2011). For mediation test, it applies Sobel procedure.

4. Results

The study conceives that transformational leaders has significant effects both on governance orientation and sustainable e-service implementation. Leaders with transformational quality is important for sustainable e-service implementation, where all staff is inspired and get motivated to carry out e-service in optimal performance in the way that they are eager to make continuous improvements to make public organization e-service relevant to the most current public demand and follows the dynamics in society. They are also important to the installment of governance orientation in organization. Governance orientation implies cultural emphasis that can be the accentuation from previous culture or depart from it that was considered no longer relevant to the most recent development in public demand. It refers to strong motivation for all members to move to achieve adequate governance that is thought as standard for optimum service provision and delivery with democratic spirit.

Meanwhile governance orientation should also be able to effect sustainable e-service implementation. Governance is related to public participation as public is put as an equal position in the face of public organization, government supervision for clean administration, effectiveness and efficiency, responsibility, and accountability of which attainment is impossible without proper e-service that allows two direction communication between government, organization, and society.

This all puts governance orientation in the position of partial mediation on the relationship between transformative leadership and sustainable e-service implementation. Transformative leadership holds a decisive role both in the implementation of sustainable e-service in public institution and the rise of governance orientation in the form of culture, spirit and motivation to achieve adequate governance. Without transformative leadership determination to make a significant change in service delivery only lead to meaningless e-service that can not resolve public needs in satisfactory ways. Many e-service platform of public institution only serve as an official announcement government program, activities or even achievements that do not touch the core issues of society life. As a consequence, the platform is one-directional rather than two-directional without accounting on society concerns. It also tends to suffer lack of incremental improvements required to follow the dynamics of society needs in order to maintain relevance and state-of-the-art technology that makes the platform more easier to use and useful.

Transformational leadership is also essential for the awareness of governance value to arise. Instead of national rule of governance framework to accentuate in any government organizations, not all public organizations consider it as important. The issues could range from reluctance to depart from old culture, as opposed to service culture, to accusation that governance does not have universal value, implying that some areas, regions or countries just do not get along with it.

Some people might have organization glorification. The luxurious tangibility and big role the organization plays in providing and delivering service to society at large might lead the inside

people develop more meaningful identity and pride accordingly. The present study conceives that pride could support governance orientation based on logic that the public institutions' achievements in globalization era is commonly judged from their success in embracing governance points. Their administration should involve society and government as key partners which reflects accountability, clean practice, equality and democracy.

This in turn requires transparency that leads to the application of e-service. Satisfaction of both society and government is determined by the performance of public institutions works and that of e-service that allows room for interactive communication and mutual understanding. As society demands and technology progress run through time, so does the development of e-service. The study conceives that organizational glorification significantly affects governance orientation and sustainable e-service implementation. It means that governance orientation might serve as partial mediator in the relationship between organizational orientation and sustainable e-service implementation.

In general, the level of improvement in public services in Indonesia (Palembang is one of the cities) including the Palembang area has experienced rapid improvements. The United Nations (UN) E-Government Survey 2020 has placed Indonesia in 88th place for the development and implementation of e-government or electronic-based government systems (SPBE). The 2020 results, released in July, showed an increase of 19 places compared to 2018 which was at 107th and 116th in 2016. Overall, Indonesia scored 0.6612 in the High E-Government Development Index (EGDI) group in the 2020 UN E-Government Survey, thus successfully placing Indonesia in the top 100 of the world ranking at position 88 out of 193 countries. The UN predicts countries that get more than 0.75 points as Very High EGDI, 0.50 to 0.75 points as High EGDI, 0.25 to 0.50 points as Middle EGDI, and less than 0.25 as Low EGDI. This UN survey carries the theme "Digital Government in the Decade of Action for Sustainable Development". The purpose of this survey is as a development tool for UN member countries to identify their respective strengths and challenges in an effort to sharpen policy implementation and strategies for developing the implementation of electronic-based government systems. This survey, published every two years, ranks 193 member countries of the United Nations (UN). There are three dimensions of performance measurement in EGDI, including the online service index (OSI), the telecommunications infrastructure index (TII), and the human capital index (HCI). In each of these performance measurement assessments, Indonesia recorded quite good scores, including a score of 0.6824 for OSI, a score of 0.5669 for TII, and a score of 0.7342 for HCI. These three components are already above the world average score, although if you look at the Regional Asia and Sub-Regional Southeast Asia groups, Indonesia is still below the regional average in the telecommunications infrastructure index or TII score. Indonesia should also be proud, because in a release issued by EGDI, Indonesia managed to jump up 35 places in the 2020 E-Participation Index, from previously ranking 92 in 2018, to ranking 53 in 2020 with a score of 0.7500. This score is above the world average with a score of 0.5677, above the Asian Regional average with a score of 0.6294, and also above the Southeast Asian Regional average with a score of 0.6126. This

made Indonesia move up from being in the High E-Participation Index group to the Very High E-Participation Index group. Meanwhile, through this survey, Indonesia is on a par with Denmark, Estonia, Germany, France, the United States, Korea, Japan, China, Australia and many other developed countries in terms of obtaining a perfect Open Government Data Index. From the same scale, namely 0 to 1, Indonesia managed to get a score of 1.0000 and managed to register its name in the Very High Open Government Data Index (OGDI) Level group (UN E-Government Survey, 2020).

5. Discussion

The expected result of partial mediation governance orientation in the relationship between governance orientation and sustainable orientation highlights several important points. For one, leaders with transformative quality seem to be prerequisite for any progress in governance and e-service in public organizations. They play pivotal role without which the progress which has been demanded by government and its rule as commitment for generating clean, accountable, effective and efficient government apparatus that are able to develop society and its economic activity could become impossible. Government could not put a high expectation of any progress in governance and e-service in public organization without putting account on career procedures that bear on top positions. Mainstream bureaucratic culture and absent-initiative character that plagues many public civil servants are enough to be huge handicaps. Transformational capability is instrumental to conjure up a conducive culture aligning to governance framework and satisfactory service. The other is the existence of governance orientation. Almost all public organizations have been grappling with the achievement of government standards with various successes. When commitment on the achievement is not so strong, it opens the room for transformative leadership to give stronger effect to governance orientation and sustainable e-service implementation.

Regarding organizational glorification, as one's pride is related to the glory of organization when he or she is a part, individual would support any judgment or measurement that signals the success of the organization. In public organization, governance framework is a nationally imposed reference for organizational success, though there is criticism that it does not suit to some national or regional characteristics, implying that one-fit-all principle cannot be applied for governance framework. However, governance, democratic value, interconnectivity through technological communication that characterizes globalization era is intertwined and have become prerequisite for any organization to come to the fore. Organizational glorification should drive members to exploit their resources for the achievement of governance framework through means such as knowledge sharing, work discipline, timely report, regulatory adherence and others. Organizational glorification holds pivotal effects on the strengthening both governance orientation and sustainable E-service implementation. If it holds true, the existence of organizational glorification might serve as partial mediation in the relationship between organizational orientation and sustainable E-service implementation.

However, caution should be taken as organizational glorification does not necessarily lead to one of them or both. People might express organizational glorification through other support such as good service other than e-service. Besides, not all civil servants develop organizational glorification, and not all public organizations have the privilege as the place to harbor organizational glorification. Motivation to serve in public organization might spring from job security to pension fund that can prevent people from developing sense of organizational glorification.

The conclusion of this research is transformative leadership, governance orientation and organizational glorification all play significant role to support sustainable e-service implementation. E-services can lead to more transparency and that in turn could reduce corruption. However, not all public organizations possess these constructs. Some lucky enough to have a transformative leader, but many find huge obstacles to have human resources with a strong organizational glorification. A sound recruitment and career system and organization reputation might partially help in selecting people from whom a strong sense of organizational glorification might flourish. Organizations' vision and mission, consistency in excellence, good example by its leaders, competitive culture are among others that determine the implementation of sustainable e-service. Selfish motivations such as job security, high salary, remuneration and low job burden might lead to low glorification as individuals put personal interests first before organizational concern. Transformative leaders are also rare to find in public organizations, but not possible as democratic elections pave the way. Some leaders with transformative characteristics show up even though still in small number, but promising changes they deliver are in sight. When the three constructs are in place, sustainable e-service is assured. As it is the case, then governance orientation only serves as partial mediator. Strong transformational leadership and organizational glorification should lead to heightened governance orientation, and with this in mind, the prospect of full mediator only has little chance.

Future research can consider the effect of transformative leadership and in-group glorification when relation to social identity allows. Other leadership styles provide for further exploration. Other constructs and their effects on in-group glorification in the context of e-service implementation are also inviting as their research is still vacant in management literature, which ranges from organizational culture, types or measures, organizational function to organization-consumer closeness. The present research's expected results of partial mediation played by governance orientation in the relationship between transformative leadership and sustainable e-service implementation, and that between organizational glorification merit further exploration both in concrete terms also in comparison to other organizational types in the same or different sectors. Different results such as full mediation played by governance in those relationships could be found in other public organizations or even private organizations. Analysis of factors that arise these differences could shed light on organizational differences in administrative performance. Future research could consider to analyze the mediating role organizational glorification might play in the relationship between transformative leadership

and sustainable e-service implementation. The combination of leadership and social identity theories could provide sharper approach to understanding of e-service implementation in public organization. Moderating variables can also be equally important. They might include consumer demand, demographic variable, public technological literacy, existing technological support, or human resources readiness or acceptance. Future classification of public organizations based on service sectors could be much useful for exploration of common leadership styles, possible in-group glorification existence, and their effects on e-service performance. Qualitative research is also useful to explores on why in-glorification exists and in what ways it could be driven to arise in public organizations. Comparison between private and public sectors on these issues also could enrich our knowledge. e-services can lead to more transparency and that in turn could reduce corruption.

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