Literature Study: Ridwan Kamil's Collaborative Leadership in Realizing Smart City-Based Government in Bandung City 2013-2018

Nabila Seiya Anggraini[1]
Universitas Singaperbangsa Karawang
nabilaseiya32@gmail.com

Eka Yulyana[2]
Universitas Singaperbangsa Karawang
eka.yulyana@staff.unsika.ac.id

ABSTRACT

This research explores Ridwan Kamil's Leadership through the lens of the Collaborative Leadership Style in advancing the Smart City development of Bandung during the 2013–2018 period. Employing a literature study approach, the analysis focuses on how Ridwan Kamil engaged multiple stakeholders in the realization of digital governance. The findings indicate that leadership grounded in inclusivity and collaboration fosters innovation in public services, enhances community participation, and strengthens governmental transparency through technological utilization. Initiatives such as the Bandung Command Center, e-budgeting, and co-creation forums serve as concrete examples of smart governance practices. This study highlights that the success of a Smart City depends not only on digital infrastructure but also on the effectiveness of a Collaborative Leadership Style that facilitates cross-sector cooperation. The results contribute both theoretically and practically to the discourse on technology-driven governance at the local level.

Keywords: Collaborative Leadership Style, Smart City, Ridwan Kamil's Leadership

Background

The advancement of information and communication technology has brought about a major transformation in governance across many countries, including Indonesia. Governments are now required not only to be adaptive to the changing times but also to strategically integrate technology into the delivery of public services. One tangible outcome of this transformation is the adoption of the smart city concept, which emphasizes the use of technology to build governance that is efficient, transparent, participatory, and sustainable.

Bandung, as one of Indonesia's major metropolitan cities, serves as an intriguing case in the implementation of the smart city concept. Under Ridwan Kamil's Leadership as Mayor of Bandung from 2013 to 2018, various digital innovations were successfully introduced. Programs such as the Bandung Command Center and e-budgeting represent progressive initiatives that demonstrate the city's commitment to providing technology-driven public

services. However, behind these achievements lies a key factor that plays a decisive role: the Collaborative Leadership Style.

Ridwan Kamil's Leadership is characterized by an inclusive and participatory approach, engaging multiple stakeholders such as civil society, the technology community, academia, the private sector, and the local bureaucracy. This method exemplifies the essence of the Collaborative Leadership Style, which emphasizes dialogue, cross-sector synergy, and shared responsibility in decision-making processes. Within the local government context, this leadership approach is believed to enhance public trust, broaden community participation, and foster innovation in public policy (Wargadinata, 2016; Nurhayati et al., 2024).

According to Zein & Septiani (2024), the success of Smart City initiatives cannot rely solely on technological presence. It requires leadership capable of facilitating collaboration among stakeholders and creating agile, participatory governance. Therefore, analyzing Ridwan Kamil's Collaborative Leadership is crucial not only for understanding the dynamics of smart city development in Bandung but also as a strategic reference for other local governments across Indonesia.

From a theoretical standpoint, this research contributes to the academic discourse in the field of Government Science, particularly regarding digital governance and collaborative leadership within local contexts. It enriches the discussion on how leadership styles can influence the direction of technology-based policy and collaborative practices. Practically, this study serves as a valuable reference for regional leaders, bureaucrats, policy makers, and government actors in formulating and implementing inclusive, technology-oriented public policies.

The experience of Ridwan Kamil's Leadership in developing a Smart City through a collaborative approach is expected to serve as a best practice model that can be adapted contextually in other regions. Furthermore, this study provides a critical evaluation of the effectiveness of Bandung's smart city program, which can serve as a foundation for designing more responsive and sustainable policies in the future.

Literature Review
1. Previous Study
The study conducted by Dewi Pitriyanti analyzes the leadership and innovative governance strategies applied under Ridwan Kamil's Leadership in Bandung City, with particular emphasis on decentralization, community involvement, and the Collaborative Leadership **Style** in urban governance. Through the adoption of adaptive leadership characterized by empathy, the ability to learn from mistakes, and the pursuit of mutually beneficial (win–win) solutions, these initiatives have produced notable advancements in infrastructure development, improvements in the human development index, and enhancement of the city's image through flagship programs such as Bandung Smart City and PIPPK. The research underscores the significance of establishing a dynamic organizational structure, fostering inter-stakeholder collaboration, and maintaining strong accountability mechanisms as key determinants for achieving effective policy outcomes and sustainable urban transformation.

Furthermore, the research conducted by Deni Fauzi (2017) examines the implementation of Smart City initiatives in Bandung during Ridwan Kamil's Leadership, highlighting the central role of community participation in the process of urban development. The study reveals that the principles of collaboration, decentralization, and innovation were strategically employed to enhance active citizen engagement through the utilization of digital platforms and social media, aligning with the technological orientation of the millennial era. The findings suggest that strengthening public participation toward full citizen empowerment constitutes a critical factor for the effectiveness and sustainability of Bandung's Smart City initiatives, despite persisting challenges related to infrastructural limitations and low levels of digital literacy among residents.

2. Collaborative Leadership Theory

The Collaborative Leadership Theory, introduced by David Chrislip and Carl Larson (1994) through their seminal work on civic leadership and cooperation, serves as a comprehensive framework for understanding the role and significance of collaboration in contemporary, complex, and interdependent organizational environments. Within the context of Collaborative Leadership Style, collaboration extends beyond the mere exchange of knowledge, information, responsibilities, and participation. Its fundamental objective lies in the creation of a shared vision and collective strategy to address organizational challenges that transcend the capacity or jurisdiction of a single entity.

According to Wee Seng Huat and Mohammed Sani Ibrahim (2018), leaders who employ a Collaborative Leadership Style maintain effective communication and relationships with all members of their organization, thereby minimizing the potential for internal conflicts and fostering a harmonious working environment. Furthermore, Chrislip and Larson (2002) emphasize that collaborative leadership practice involves joint efforts among two or more parties who share common visions and goals. This partnership is characterized by the equitable distribution of power, accountability, and responsibility among stakeholders to collectively achieve shared objectives.

Method

This study employs a qualitative approach utilizing a literature review method to examine Ridwan Kamil's leadership in realizing a Smart City–based government, with a focus on identifying the collaboration between governmental and non-governmental actors. Data collection was carried out through an extensive review of relevant literature from various credible sources. The primary data sources consist of peer-reviewed journal articles addressing Collaborative Leadership Style and Smart City implementation, as well as research reports from related institutions and relevant media publications.

In the process of data analysis, this study adopts a descriptive analytical approach by categorizing the findings derived from the literature review according to predetermined thematic subchapters. Through this method, the discussion is systematically organized based on the selected literature findings, enabling the presentation of a comprehensive and

structured overview of Ridwan Kamil's collaborative leadership practices in advancing Smart City governance.

Result and Discussion

Characteristics of Collaborative Leadership Model Applied by Ridwan Kamil in the Context of Smart City Development in Bandung City (2013-2018)

Ridwan Kamil developed a digital governance ecosystem by engaging various non-governmental actors, including creative communities, academics, private sectors, and civil society organizations. In accordance with the Collaborative Leadership Theory proposed by Chrislip and Larson (1994), collaborative leaders function as facilitators who unite diverse stakeholders, foster mutual trust, and synchronize shared interests to address public challenges. These principles are clearly reflected in Ridwan Kamil's leadership style, which emphasizes inclusivity and participatory governance.

As highlighted in the research conducted by Ramdani and Habibi (2017), the collaboration structure established under Ridwan Kamil's administration was not merely symbolic, but actively integrated into the planning and policy-making processes. The collaboration between public and private actors was institutionalized through initiatives such as co-creation forums, public hackathons, and the implementation of e-budgeting systems, which allow government budget data to be transparently monitored by the public.

a. **Government Digitalization as an Instrument of Collaboration**

A distinctive characteristic of Ridwan Kamil's leadership lies in his openness to utilizing technology as a medium to bridge communication between the government and the public. Through various social media platforms such as *Twitter* and *Instagram*, Ridwan Kamil not only disseminates information but also actively listens to public aspirations and addresses citizen complaints in real time. This practice embodies the principle of leadership responsiveness, wherein leaders maintain direct and continuous interaction with citizens as an integral part of the collaborative governance process (Yovinus, 2018).

According to Sagita (2016), Ridwan Kamil's active engagement on social media fosters what is termed leadership proximity, namely the sense of closeness between leaders and the public that strengthens both legitimacy and citizen participation in governmental decision-making. This relational approach serves as a fundamental pillar in the realization of smart governance, which prioritizes digital transparency and accountability in public administration.

b. **Innovation from Below: Decentralizing Local Initiatives**

Ridwan Kamil's collaborative leadership can also be observed in his initiatives to promote the decentralization of innovation to the village and sub-district levels. Local government units are granted the autonomy to develop their own information systems and public services tailored to the specific needs of their communities. This approach has resulted in the

emergence of various local digital innovations, such as online queuing systems at community health centers and application-based management of social assistance data.

According to Mardika (2018), this strategy reflects Ridwan Kamil's strong commitment to the principle of empowerment, which emphasizes enabling lower-level administrative structures to actively develop technology-based solutions that align with local contexts. Consequently, the development of the smart city in Bandung does not follow a top-down model, but rather evolves through collaborative innovation across multiple levels of governance.

c. **Community as Government Partner**

A key aspect of Ridwan Kamil's leadership lies in his ability to make the community a strategic partner in governance. The Bandung Creative City Forum (BCCF) serves as an important platform that contributes to city planning and the development of technology-based initiatives. Activities such as city hackathons, urban games, and digital volunteering act as means to connect the government with citizens through voluntary participation.

According to Izzuddin (2022), this approach not only strengthens public participation but also fosters a sense of shared responsibility in implementing smart city policies. Such collaboration reflects a shift from conventional bureaucratic systems to a more flexible and participatory form of network governance.

Forms of Collaboration between Government and Non-Government Actors (Community, Private Sector, Academia) in Bandung City Smart City Development.

a. **Government and Community Collaboration: Co-creation Through Citizen Forums**

Communities in Bandung City hold a significant role in the realization of smart city initiatives. One concrete example of this collaboration is the establishment of the Bandung Creative City Forum (BCCF), a collective forum comprising various local communities that actively contribute ideas in city planning through activities such as Urban Challenge, Hackathon Bandung, and Public Space Initiatives.

As stated by Ramdani and Habibi (2017), the Bandung City government frequently works in partnership with BCCF in implementing public space development programs, including the revitalization of city parks and the creation of pedestrian-friendly areas. This form of participation goes beyond mere consultation, as community members are directly involved in formulating design concepts and conducting on-site monitoring throughout the implementation process.

"The partnership between the Bandung City Government and the BCCF community is a co-creation practice that shows a shift from citizen as recipient to citizen as partner." (Ramdani & Habibi, 2017, p. 3)

b. Collaboration with the Private Sector: Technology Innovation and Digital Infrastructure Investment

The private sector also plays a crucial role in the development of Bandung's smart city infrastructure. Some of the strategic partners that are actively involved include:

- **Telkom Indonesia**, in the development of the *e-budgeting* system, *e-musrenbang*, and fiber optic connections between agencies.

- **Huawei**, which contributed to the development of the Bandung Command Center system (integrated control center).

- **Go-Jek and Grab**, which supported the integration of online transportation services into the city's smart mobility system.

This collaboration proves that smart city development requires *shared investment* and *partnership-based technology*, not bureaucratic monopoly. In a report by Izzuddin (2022), it is mentioned that Ridwan Kamil established a "*smart partnership*" approach that allows the private sector to be involved from the design stage to execution.

c. Collaboration with Academia: Capacity Building and Policy Innovation

In developing smart city, Ridwan Kamil also actively collaborates with universities in Bandung, such as ITB, UNPAD, and Telkom University. The forms of collaboration include:

- Academic consultation in *smart city dashboard* design

- Evaluative research on the impact of digital system implementation

- Development of smart city success indicators based on evidence-based policy

According to Hidayat (2016), collaboration with academics encourages *a scientific approach* in city policy formulation, reducing the dominance of conventional bureaucratic approaches. "*Collaboration between the government and academics in Bandung prioritizes the principle of knowledge-based decision-making in the design of digital public service systems.*" *(Hidayat, 2016).*

Conclusion

The implementation of collaborative leadership by Ridwan Kamil in the development of the smart city in Bandung during the 2013–2018 period illustrates how synergy among diverse actors can foster innovative, participatory, and community-responsive governance. Through the active participation of the community, private sector, and academic institutions, Ridwan Kamil successfully established a digital governance ecosystem that extends beyond bureaucratic structures, enabling bottom-up innovation and reinforcing a collective sense of ownership over public policies. This leadership model highlights the effectiveness of a collaboration-oriented approach in addressing the multifaceted challenges of modern urban development. By leveraging technology as an integrative medium and maintaining direct communication with citizens through social media, Ridwan Kamil managed to cultivate public closeness and enhance governmental legitimacy. The Bandung experience

demonstrates that the success of a smart city is not solely determined by digital infrastructure, but also by leadership that can foster trust networks and encourage the active participation of all stakeholders.

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