



# Pentahelix Collaboration in Implementing the Digital Village Program in the Era of Ridwan Kamil's Leadership, Governor of West Java Province

**Ranti Febrianti**

Sunan Gunung Djati State Islamic University, Bandung, Indonesia  
[rantifebriantiap@gmail.com](mailto:rantifebriantiap@gmail.com)

**Gita Mawarni**

Sunan Gunung Djati State Islamic University, Bandung, Indonesia  
[gitamawarni249@gmail.com](mailto:gitamawarni249@gmail.com)

**Rasya Firrizqy**

Sunan Gunung Djati State Islamic University, Bandung, Indonesia  
[rasyafirrizqyfaturrohman@gmail.com](mailto:rasyafirrizqyfaturrohman@gmail.com)

**Farhan Herlambang**

Sunan Gunung Djati State Islamic University, Bandung, Indonesia  
[farhan.herlambang3@gmail.com](mailto:farhan.herlambang3@gmail.com)

Received: 3 January 2023 | Accepted: 11 February 2023 | Published: 30 June 2023

## Abstract

This paper aims to analyze the leadership role of Governor Ridwan Kamil in the West Java Government Era in implementing the Digital Village Program. The analysis tool used is using a model pentahelix which consists of five elements, namely the Government, Civil Society, Academician, Businessmen, and Media. The discussion is carried out by analyzing the descriptions of the five roles in the Penta helix models. The method used in this study uses the literature study method by utilizing secondary data in the form of news archives and the results of previous research in the form of journal articles. The goal to be achieved is to describe Ridwan Kamil's leadership role in the digital village program for the West Java Government so that it can build a digital-based village from various aspects. The findings in this study are that Ridwan Kamil's leadership role for West Java Government in implementing the digital village program is optimal by involving related roles such as government, community, academics, business actors, and media for village change in West Java. However, there are still obstacles to implementing the digital village program in related villages.

**Keywords:** Leadership, Digital Village, Penta Helix Models.

## 1. INTRODUCTION

Governors have made various breakthroughs after breakthroughs in every province in Indonesia, including West Java, which is the province with the most population. This happened because of rapid technological advances, the West Java government has also made breakthroughs in the field of technology or often referred to as governance. West Java, which is the largest province in Indonesia, cannot be separated from the technological developments that have taken place. One of the breakthroughs made by Ridwan Kamil, who has a leadership role for the Governor of West Java, is making programs related to digitalization. This is a form of implementing Ridwan Kamil's leadership in the West Java Government Era, this leadership was very visible to create change when Ridwan Kamil served as Governor of West Java. The figure known as Kang Emil made innovative changes for the sustainability of West Java Province.



The position when he was still the Mayor of Bandung, Ridwan Kamil tried to the city of Bandung into a city-based smart city (Sutrisno, 2018) Conceptsmart city is closely related to the concept of a city adopting computer and internet technology as a strategy in the city development process in the form of using digital infrastructure (Dutton, 1995; Hollands, 2008; Komninos, 2013). This is the same as the role that Ridwan Kamil currently has, who has a leadership position as governor in the West Java Government. Ridwan Kamil continues to strive to develop his ideas further by developing good governance (e-governance) and infrastructure with a digital approach or what is known as "Jabar Digital" (Ramdhani, 2018). Jabar Digital is a concept initiated by the Governor of West Java, Ridwan Kamil who has aspirations to realize #JabarJuara, namely West Java based on data and technology, supporting community services and responsive, adaptive, and, innovative policy-making with a digital approach and has a mission to realize data-based policy making, accelerate government digital transformation, and make people's lives easier by implementing digital technology (Ramdhani, 2018).

The changes that Governor Ridwan Kamil continues to make are the image of leadership made by Ridwan Kamil for the Government of West Java. The leadership of the Governor of West Java is a phenomenon among several innovative people who perform their roles to lead and bring good values (good values) for the people. Ridwan Kamil has a transformative leadership style because he is known for the innovations that have been created for West Java and his approach to society is very visible through the interactions he makes. Transformative leadership can occur because it involves oneself with others so that the roles of leaders and followers encourage one another to support a high level of motivation in carrying out their leadership (Burns, 1978). The Governor of West Java created visionary changes for West Java, the following data shows that Ridwan Kamil when he served as Governor of West Java had received an award as Inspirational Leader throughout Asia Pacific in the event GovInsider Innovation Award 2019 which was held at the UN Headquarters.

The West Java government experienced many positive changes during Ridwan Kamil's leadership. This is evidenced by the flagship program of West Java Province 2018-2023 which consists of, Increasing access to education for all, Decentralization of health services, Increasing innovation-based economic growth, Developing tourism destinations and infrastructure, Creating championing boarding schools, Improving regional connectivity infrastructure, Movement to build villages, Providing free subsidies for economically weak groups, and Increase public service innovation and regional planning. This is done to realize West Java Digital with various aspects of change in it. Following the West Java Governor's goal of welcoming digitalization, one of the programs initiated was the Digital Village. Digital Village is included in community empowerment programs through the use of digital technology and the internet in developing village potential, marketing, and accelerating access and information services. Based on data processed by researchers, the digital village program has been appreciated because this program implements a form of digitization to accelerate development in West Java. The purpose of the digital village program is to digitize all public services in the village, increase internet connections, development-command center, and capacity building for village communities.

The creation of digital-based programs such as Digital Village which is carried out by related agencies or organizations needs to be responded to well. Program organizers must have a broad mind and this program must be right on target, effective and efficient. But in reality there are still obstacles or problems that occur in it. This is evidenced by data showing that as many as 359 villages in West Java are still categorized as villages blank spot or unable to access the internet. Apart from problems blank spot, there is also program management related to data, applications, and technology that is still not managed properly, there are still program overlaps in several regions, assistance is lacking and not on target so that it will impact the social and economic conditions of village communities, there are no rules or guideline implementation of the program as a work reference for the digital village program, the position of provincial authority is limited to entering into the areas of villages in West Java, there is no IT program management yet. With the existence of problems in the digital village



program, it is one of the roles of the Governor of West Java in making and implementing the program. From these data, the West Java Digital Village program has indeed been going on for a long time since 2019 and there are already 22,015 villages in West Java that have become beneficiaries and 22 partners have been connected to innovate together. But the role of West Java Governor Ridwan Kamil must be balanced (balance) in running the Digital Village program so that this program can be sustainable (sustainable) and provide benefits to villages in West Java.

Reflecting on the Digital Village program that was sparked by the leadership period of the governor of West Java during the West Java Government era, there are still several problems in the use of digitalization in the village scope and have an impact on related village communities. Therefore, from the findings of the problems that have been described, the researcher is interested in explaining the role of Ridwan Kamil's leadership in the West Java Government in making and running programs that have been made, one of which is the digital village program and analyzing the extent to which the digital village program in West Java can generate benefits for villages in West Java.

As a reference in conducting this research, the researcher utilizes several relevant previous studies as research references. Among them is research conducted by Fadlan Ramadlan & Irland Fardani with the title "Study of Readiness to Implement Digital Villages in Tourism Villages Using the STOPE Model Approach in Sukalaksana Village." This study aims to identify the readiness level of the West Java digital village program if it is implemented in the Sukalaksana Tourism Village and to make strategic steps to integrate the concepts of the digital village and tourism village based on the results of the e-readiness analysis with the STOPE Framework approach in Sukalaksana Village. Researchers use the STOPE approach (strategy, technology, organization, people, and environment) to examine research on digital villages. The results of research using the STOPE approach stated that as a whole domain, STOPE is ready with the existence of a digital village even though there are still obstacles in it and the parties involved in it.

Another previous research that is used as a reference for researchers is inresearch conducted by Rizi Advista (2022) with the title "DesignEnterprise Architecture Planning (EAP) in the West Java Digital Village Program Using the Zachman Framework." This study aims to find out how far the benefits of the West Java digital village program are going concerning designEnterprise Architecture Planning (EAP). Researchers useZachman Framework in analyzing their research. The results of his research state that the enterprise information system architecture that has been designed can be a recommendation for the West Java Government so that it can improve program management capabilities, rearrange application and data requirements to suit needs, reduce bureaucracy and increase flexibility.

From several previous studies, there is some relevance so that researchers make it as a research reference. Among them, the object of research was carried out on the digital village program with the leadership role of Ridwan Kamil in the West Java Government to run the program. To strengthen this research, the researchers used Penta Helix The model consists of five roles including government elements, community elements, academic elements, business actors, and media elements.

Based on the description of the background of the problem above, this research has a problem formulation, namely "What is the Role of Ridwan Kamil's Leadership in the West Java Government Era in Implementing the Digital Village Program?" Later, this research can be used as material for evaluation and policy recommendations for authorities or related parties in improving the development of digital village programs in West Java and Ridwan Kamil's leadership in the West Java Government.



## 2. METHOD

The method used in this research is to use the literature study method. Where this method is used to solve problems by collecting data, compiling or classifying, analyzing, and interpreting. This study uses written sources as data analysis. The data obtained is a process of studying literature carried out by researchers by utilizing secondary sources in the form of news archives related to research such as data in the archives of the West Java provincial government and relevant research results from other researchers in the form of journal articles. Then these data are re-selected to be able to produce a research that is relevant and valid.

## 3. RESULT AND DISCUSSION

### Collaboration *Penta Helix*

In the creation and implementation of the program by the Governor of West Java, Ridwan Kamil involved a *rolestakeholders* who collaborate to make a program successfully implemented. Collaboration *stakeholders* referred to as the Government (*government*), Public (*society*), Academy (*academian*), Businessmen (*businessmen*), and Media (*media*). collaboration models *penta helix* involving the role of the media in developing the social capital of development (Riyanto, 2018).

Collaboration is a strategy carried out by the Governor of West Java Ridwan Kamil by involving the role of various stakeholders who have an interest in having goals to be achieved in order to solve problems that cannot be done alone or by a group of people, but must be carried out together to get the expected results (Suwitri, 2019).

So the five roles of elements in *Penta Helix* can work together on an ongoing basis so that each existing element can play its respective function optimally and the collaboration that is carried out is expected to provide benefits as the prime mover both from government elements, community elements, academic elements, business actors elements, and media elements.

Usage *pentahelix* model as a collaboration carried out by the Government (*government*), Public (*society*), Academy (*academian*), Businessmen (*businessmen*), and Media (*media*) in supporting the creation and implementation of the Digital Village program created by the Governor of West Java, Ridwan Kamil, has a major role and influence in advancing villages in West Java to digitization from various aspects. So it really needs the role of all these elements in supporting and realizing a digital village in West Java.

The roles involved in using the model *penta helix* regarding the implementation of the Digital Village program created by Governor Ridwan Kamil involving the role of the government with several related agencies and of course involving the West Java Provincial Government, the role of the community involves several communities such as ICT volunteers, West Java youth organizations, and West Java Village patriots, the role of academics involves universities high, the role of business actors related to business involves *startup* and *ecommerce*, and the role of the media involves print media as well as TV. All of these roles are the prime movers in implementing the Digital Village program in West Java. Because the digital village program has the goal of inviting academics, business actors, communities, and communities, especially in rural areas, to contribute to the process of infrastructure development, utilization *Internet of Things* (IoT), and participate in digital literacy training. Then usage *penta helix* the model is a strategy that is expected to provide optimal results for the benefit of the digital village program for villages in West Java.



## Government

The Digital Village Program is a program created by West Java Governor Ridwan Kamil. The digital village program was one of the leading programs in West Java during the Governor Ridwan Kamil Administration. The digital village program is part of the digitalization program or Jabar Digital. Governor Ridwan Kamil created this program with the aim of realizing village independence in West Java and welcoming villages in West Java to digitalization from various aspects. In this case, the government's role is very important, because the government is the first mover in making and implementing digital village programs.

West Java is a province that does not only consist of urban areas, but also has rural areas with various potentials in it. 1,175 villages in West Java are Tourism Village areas and 3,192 villages in West Java have superior products. But the number of these villages is still lagging behind in various aspects with a high index. This can be proven by the data table as follows.

**Table. 1 Level of Rural-Urban Digital Gap in West Java**

Number of Villages	Information
17 villages	No cellular signal coverage
69 villages	Not touched by the internet network
269 villages	Has a 2G signal
2,644 villages	New affordable 3G network

Source: Village Potential, 2018. Central Bureau of Statistics

So, according to the data above, the West Java Provincial Government supports the program created by Governor Ridwan Kamil with a big reason because the digital village program can optimize the potential of West Java villages. The role played by the government for the digital village program is to collaborate with the Jabar Digital Service, the Community and Village Empowerment Service, and the West Java Communication and Information Service to continue to encourage "Digital Village" with the aim of carrying out more inclusive development and providing the benefits of advanced technology. can be felt directly by the local village community.

The Provincial Government of West Java also carries out activities that directly help the needs of villages in West Java, including helping to install free internet access infrastructure for village areas that are in the category of untouched internet networks, providing digital literacy assistance with the aim of maximizing the use of social media and another digital platform to help the village economy by involving several local startup partners as a form of technology implementation *Internet of Things* (IoT) to optimize village potential.

Regardless of the role that has been played by the government in the digital village, in fact there are still some obstacles or problems in it. One of the problems that has a big impact is that there are still villages that *blank spot*. Out of a total of 5,321 villages in West Java, there are still 359 villages which are categorized as villages *blank spot*. That resulted in the village by category *blank spot* is a matter of affordability as well as infrastructure. In this case the Provincial Government of West Java, especially Governor Ridwan Kamil made various efforts to reduce villages by category *blank spot*. These efforts are carried out in collaboration with *Corporate Social Responsibility* (CSR) of several *Internet Service Provider* (ISP) as well as through the available APBN. This is the target of the West Java Provincial Government to realize West Java *Zero Blank Spot* in 2023.



As for data on the role of the government directly involved in the digital village program to create a village based on digitalization from various aspects and help the economy of rural communities. Because the government's role is the first and main role in running this program, especially the Governor of West Java Ridwan Kamil.

**Table. 2 The Government's Role as Executor of the Digital Village Program in West Java**

---

**Government Role**

---

**Program Executor**

1. Office of Communication and Informatics
2. Community and Village Empowerment Service

**Program Executor (*support*)**

1. Ministry of Maritime Affairs and Fisheries
2. Department of Agriculture and Horticulture
3. public health Office
4. education authorities
5. Department of Tourism and Culture
6. Department of Food Security and Animal Husbandry
7. Department of Tourism and Culture

**Committee**

1. Governor
  2. Deputy Governor
  3. regional Secretary
  4. Bappeda (Regional Development Planning, Research and Development Agency)
  5. TAPD (Local Government Budget Team)
  6. Regional Autonomy Government Bureau
  7. Inspectorate
- 

Source: Processed by Researchers (21 April 2023)

It can be concluded that the role of the West Java Provincial Government, especially Governor Ridwan Kamil, in implementing digital programs has really encouraged it to provide benefits to villages in West Java and digitize several aspects of it. Not only from the Regional Government of West Java Province, but related agencies that provide assistance and work closely with the Regional Government of West Java Province. Although, in it there are still problems and villages with categories *blank spot*, but the role of the government continues to make efforts to reduce villages *blank spot* as well as providing benefits to the village community both in terms of digital literacy and helping the economy of the local village community.

**Civil Society**

Civil Society is the main role after the role of government (*government*) in receiving the benefits of the digital village program, because the aim of the digital village program is to have a beneficial impact on the communities of the villages concerned. The role of the community can be said to be a



role that helps create a digital village in accordance with its targets. Because when the government makes a village a digital village, the first role of the community is needed in it.

The government chooses villages to be used as digital villages because they have limitations and also advantages so that they can be used as potential villages, its relationship with digital villages so that these villages become digital-based villages to support *Smart Village* which is one of West Java Governor Ridwan Kamil's goals. In this case, of course, the community must be able to work together so that the goals of the digital village are achieved in the related villages.

The West Java Provincial Government in providing digital village programs to the community includes, namely, Fisheries Digital Village, Agriculture Digital Village, Livestock Digital Village, Digital Village *Waste Management*, Education Digital Village, Multimedia Digital Village, and Health Digital Village. These programs are provided to related village communities to provide benefits and turn the village into a digital village.

Digital village programs have a very good impact on the community and of course provide changes such as facilitating access to information, increasing skills and productivity, reducing costs and time for carrying out various activities, improving the quality of life of local rural communities, encouraging economic growth, improving public health, increasing access to education, improving public services, increasing community participation and social and political activities, as well as increasing security because there is CCTV camera technology.

**Table. 3 Community Roles in the Digital Village Program in West Java**

Community Role	Community Role Functions
ICT Volunteer	Has a function to be tasked with assisting the government in providing outreach programs for using internet-based access to information that can later help the community.
West Java Youth Organization	Has a function to try to develop village potential and provide assistance to the younger generation and village communities.
West Java Village Patriots	Has a function as a village assistant in empowering and developing villages in West Java.

Source: Processed by Researchers (21 April 2023)

From the table data related to the role of the community in the digital village program in West Java above, it is the role and responsibility of the community for the development of a digital village. The three roles, such as ICT Volunteers, West Java Youth Organizations, and West Java Village Patriots have helped the government to sustain programs that support digital villages. As for the responses from the community when receiving the digital village program, namely feeling its usefulness, such as being more efficient with its *smart feeder*, people's income has increased, it is beneficial for the agricultural and livestock sectors because there is *Fishery* which helps in the continuation of community work.

But not everything goes according to purpose, there are still obstacles or problems in it. The problem that occurs in the role of the community is in the role of the West Java Village Patriot. Some people do not feel the benefits of having West Java patriots. Based on data obtained through the West Java Aspirations news archive, in 2019 the people of Naringgul, Cianjur Regency submitted their complaints due to infrastructure constraints and very difficult cellular network access. The role of the West Java village patriots should have been able to support market needs for local products, but quite the opposite.



The villages selected to become digital villages are a selection from the Provincial Government of West Java in accordance with the categories of villages as digital village recipients, while the village pathways to be accepted and assisted by stakeholders to become digital villages are as follows.

**Table. 4 Village Channels**

---

<b>West Java Digital Village Selection Process Flow</b>
1. Completing Village Head data
2. Fill out the Digital Village questionnaire and follow the Selection Process
3. Announcement of elected Village Candidates

---

Source: [desadigital.jabarprov.go.id](http://desadigital.jabarprov.go.id)

It can be concluded that the role of the community (*society*) in the digital village program contributing to the sustainability of the digital village program, the distribution of roles to the community such as ICT volunteers, youth organizations, and village patriots is a form of community implementation to assist the digital village program. Although, not all communities play a role and not all communities receive the impact of its benefits directly, West Java Governor Ridwan Kamil, in this case, responds to responses and complaints from the community as material for evaluating future digital village programs and continues to provide program innovations for villages. digital. Then the government (*governance*) and society (*society*) must collaborate with each other with synergy to produce the right goals for the formation of digital villages in West Java villages.

### **Academian**

The role of academics is no less important than the role of the government (*government*) and society (*society*) because the role of academics is a means to support the West Java digital village program. With the role of academics in the digital village program, it will facilitate access to programs in the digital village, besides that it will assist the role of the government and the community in implementing the digital village program.

**Table. 5 Roles of Academics in the Digital Village Program in West Java**

---

<b>The Role of Academics</b>
1. College
2. APTIKOM (Information and Computer Higher Education Association)

---

Source: Processed by Researchers (21 April 2023)

From the data on the role of academics in the digital village program in West Java, this is a form of contribution made. The first role is the university. As the function of tertiary institutions in the Tri Dharma program, higher education can provide assistance for national development programs, especially regional development in each province. In accordance with Law Number 12 of 2012 concerning the Higher Education System in Article 1 which states that the Tri Dharma of Higher Education is the obligation of Higher Education to organize Education, Research and Community Service. Community service is an activity that must be carried out by the civitas academica by utilizing Science and Technology to be able to advance the welfare of the community and educate the nation's life, both carried out by lecturers and students.

One of the roles played by university academics in the digital village program in West Java is closely related to the Free Learning Program - Independent Campus (MBKM) initiated by the Ministry of



Education, Culture, Research and Technology (Kemendikbud Ristek). One of the MBKM programs is the Village Building program (Thematic KKN). The program is a series of collaborations and contributions from universities carried out by students. With the innovation of the MBKM program, it is one of the innovations that provides benefits for the sustainability of the digital village program in West Java. Because education is a role in change and academics are driving it.

The role of academics from APTIKOM (Association of Informatics and Computer Higher Education) in the digital village contributes to the contribution of ideas in improving the quality of data ecosystem management, education and digital villages in West Java for the better and better quality of Indonesia's progress. In accordance with APTIKOM's external function for the digital village, namely as a partner in the development, empowerment and use of informatics and computers in government, community and industry circles, representation of the academic community in regional and international arenas, as well as institutions advocating the development and utilization of informatics and computers for every other level of education in Indonesia.

So it can be concluded that the academic role is the most important part of implementing the digital village program. The role of Higher Education academics who can be used as intellectual beings between lecturers and students who can work directly in related villages to carry out predetermined programs in order to achieve digitalization in a related village. Meanwhile, the role of APTIKOM academics is an important role in relation to IT in a village, with APTIKOM being able to assist in building infrastructure for internet network access in West Java villages which are used as digital villages.

### **Businessmen**

The role of business actors is an important role in the digital village program in West Java apart from the role of the government (*government*), public (*society*), and academics (*academician*). Businessmen (*businessmen*) is closely related to the economic affairs of the village community. With the role of business actors in digital villages, it will help in terms of the creative economy in related villages with several partners who have joined and collaborated.

Business actors make efforts to help the village economy in ways such as involving *startup* and *ecommerce* with the aim of being able to promote products from related villages, because villages that are included in the digital village are villages in the category of tourist villages or villages that have superior products, one example is the potential for natural beauty owned by a village or artificial products. native village community. In addition, the real form of the role of business actors is to help village communities to market their products or even agricultural products through *ecommerce*. Governor Ridwan Kamil has also said that West Java is ready to become an opportunity for the creative sector by means of the digital village program.

**Table. 6 The Role of Business Actors in the Digital Village Program in West Java**

---

#### **The Role of Business Actors**

---

1. ISP (*Internet Service Provider*)
  2. *Startup*
  3. *Ecommerce*
- 

Source: Processed by Researchers (21 April 2023)

From the data on the role of business actors in the digital village program in West Java above, it shows that in implementing digital villages it is necessary to involve business actors as drivers of village



economic affairs. The role of ISP business actors (*Internet Service Provider*) is a business that focuses on Information Technology with its main business as an internet service provider. The existence of ISP business actors for digital villages will help smooth internet network access connectivity in related villages, because in this case internet access is needed to carry out digital product promotions.

The role of other business actors such as *startup* and *ecommerce* assist in encouraging MSME (Micro, Small and Medium Enterprises) related village community products. In this case, the role of *startup* in the field *ecommerce* encourage the growth of local products. So that village communities can sell and promote their products through digital access. The big goal of the role of business actors in digital villages is to increase the capacity of farmers or producers in developing digital-based businesses, improve community business incubators, increase product outlets that are connected to *marketplace*, so that constraints such as distance and geographical factors can be minimized.

Business partners who are members of the digital village program in West Java are of course partners who have a high commitment in developing digital villages in West Java, so not all business partners can join and contribute directly in the villages that are chosen as digital villages. . The following is a list of business partners who have registered and joined the West Java digital village.

**Table. 7 List of Partners Joining Digital Villages in West Java**

Mitra	Join Year	Total assisted villages
Indomobil	2021	1 Village
Antique	2021	13 Villages
Jotter	2021	13 Villages
Inagri	2021	1 Village
Smash Id	2021	1 Village
Botany	2021	8 Villages
Aptikom	2021	4 Villages
Ministry of Communication and Information	2021	117 Villages
Jabar Sabaer Hoaks	2021	77 Villages
Solve Education	2021	2 Villages
Shopee	2021	1,313 Villages
devotion	2019	751 Villages
Schema	2021	63 Villages
Surge	2021	1 Village
Cross Arta	2021	141 Villages
Message	2019	1 Village
Hellomotion	2019	1 Village
Tokopedia	2019	35 Villages
Dr	2019	3 Villages
Edubox	2019	4 Villages
Efishery	2019	52 Villages



---

Source: [desadigital.jabarprov.go.id](http://desadigital.jabarprov.go.id)

Based on the data from partners who are members of the digital village in West Java above, it shows that from 2019 there have been partners who have joined and as of April 2023 there have been 22 partners who have joined in contributing to the digital village. Partners who are joined are not only from the role of business or business actors, but there are partners engaged in education and also partners from the Regional Government of West Java Province.

It can be concluded that, the role of business actors (*businessmen*) is very important to be able to change the economy of a village, not only changes in the digital aspect, but with the existence of a digital village program it must be able to provide changes to the economic impact of rural communities. In this case, Governor Ridwan Kamil is very supportive, especially in increasing MSMEs owned by related villages to boost the village economy.

### Media

The last role in the model *pentahelix* is medium (*media*), apart from the government's role (*government*), public (*society*), academy (*academian*), and entrepreneurs (*businessmen*), the role of this media is the main support in the success of digitalization in a related village. Because the media is a supporting factor in terms of digitalization in various aspects including in the village. In accordance with the statement from the Ministry of Communication and Informatics (Menkominfo) that village communities do not need to worry about the negative effects of the internet, because there will be a role for ICT (Information and Communication Technology) volunteers who will supervise and educate as assistants to village communities.

Governor Ridwan Kamil in creating a digital village program was highly supported by the Minister of Communication and Information so that a collaboration in the form of cooperation was established between BAKTI (Telecommunications and Information Accessibility Agency) Kominfo and the Provincial Government of West Java. In this case, BAKTI provides internet access facilities in villages selected to be digital villages. The selected village categories are villages with a developing and lagging scale. With access like this will provide assistance for places in the village.

**Table. 8 The Role of Media in Digital Villages in West Java**

---

**Media Role**

1. Print media
  2. TV
- 

Source: Processed by Researchers (21 April 2023)

From the data on the role of the media in the digital village in West Java above, it is a concrete form of the media's contribution to the development of a digital village. In addition to the role of the media in accelerating access to the internet network in villages, the role of the media is in print media and TV. This aims to provide media education to village communities, thus making village communities digitally literate. In accordance with West Java Governor Ridwan Kamil's goal, which is to make people aware of digital literacy.

Governor Ridwan Kamil in terms of digital media to advance digital villages has really provided a big boost which can be done by means of digital transformation and technological sophistication that is made into a means of production by the Provincial Government of West Java. With innovation in the form of a digital village, it must be inclusive so that it can provide benefits for the related village



community. One of the programs that has been running is the Regional Government of West Java in collaboration with Shopee as a partner to provide digital business training. This is of course an appropriate strategy in the digitalization process in West Java.

So it can be concluded that the role of the media in contributing to the digital village is urgently needed to support the ongoing digital village program, because internet access is the first and main way of digitizing various aspects in related villages. With the role of the media, it will produce optimal digitalization in a village, if the development of internet access is carried out evenly with assistance from various roles. *stakeholders* related. As well as involving related partners and of course collaboration between the government, the community, academia, business actors and the media must work together in implementing a digital village.

### **The Role of West Java Governor Ridwan Kamil**

Governor Ridwan Kamil in the West Java Government Era was very beneficial to the West Java Provincial Government and the people of West Java. Counting after 5 years of serving as Governor of West Java from the 2018 - 2023 period. Governor Ridwan Kamil always innovates in making programs that are carried out for West Java. His breakthroughs always invite responses from the people of West Java. In this case, it can be seen that Ridwan Kamil's leadership role is very attached to the community.

The leadership role implemented by Governor Ridwan Kamil is a task and function that must be carried out. However, in making programs, they always implement new innovations and breakthroughs that suit the needs of West Java. This is proven by the West Java Provincial Government which has 27 programs that benefit the community. Among the 27 programs there are several excellent programs including the Digital Village program, Sapawarga, West Java Data Ecosystem, Jabar Saber Hoaks, One Islamic Boarding School One Product, and Citarum Harum.

The presence of this program made the Governor of West Java Ridwan Kamil known for his transformative leadership, because he always provided innovative ideas for making programs that would later be implemented and provide various benefits for the people of West Java. This also made Governor Ridwan Kamil known as a creative and innovative leader in the West Java Government Era because he always made changes.

One of the flagship programs of Digital Village also brought Ridwan Kamil's leadership role to be known by the people of West Java as a transformative leader. Even though there are still obstacles in it, Governor Ridwan Kamil continues to make the best efforts to be able to optimally implement the Digital Village program, one of which is by involving various *stakeholders* involved.

## **4. CONCLUSION**

Referring to the findings and results of the discussion in analyzing the leadership role of Governor Ridwan Kamil in the era of the West Java government in implementing the Digital Village program through the penta helix, researchers can conclude that Governor Ridwan Kamil's leadership role in implementing his flagship program Digital Village has done it optimally by involving various roles *stakeholders* which is related. Governor Ridwan Kamil brought changes to the West Java Government Era with various programs he made including the Digital Village program.

Based on the results of the analysis using the model penta helix, that the Digital Village program needs to involve the role of various *stakeholders* including the Government (Government), Public (Society), Academy (Academician), Businessmen (Businessmen), and Media (Media). The role of the Government



has contributed optimally to encourage the Digital Village program even though there are still villages that blank spot, the role of the community has contributed quite optimally regarding the implementation of the digital village program, as well as the role of academics, business actors, and the media which are the main supporting roles in implementing the digital village program. Governor Ridwan Kamil really needs and supports these five roles to be able to encourage digital-based villages through the Digital Village Program in West Java.

Departing from the conclusions that have been given, the researcher provides recommendations in the form of the need for strong regulations related to the basis for implementing digital village programs, the need for creating guideline implementation of the program which is the work reference for the digital village program, it is necessary to strengthen IT-based program management so that the presence of the digital village program can truly be felt by the village community equally, as well as a synergistic relationship between the five stakeholders related parties namely the Government, Society, Academics, Business Actors, and the Media.

## REFERENCES

- Abdoelkadir, L. M. (2021, June 23). Mengulas Gaya Kepemimpinan Ridwan Kamil Sebagai Gubernur Jawa Barat.
- Permana, R. (2022). Perancangan Enterprise Architecture Planning (EAP) pada Program Desa Digital Jawa Barat Menggunakan Zachman Framework: Studi Kasus: Program Desa Digital Pemerintah Provinsi Jawa Barat. *Media Informatika*, 21(1), 21-42.
- Amalia, N. (2015). Citra Kepemimpinan Ridwan Kamil Sebagai Walikota Bandung. *Prosiding Hubungan Masyarakat*, 244-247.
- Athifa Nabila Risti, A. V. (2019). Komunikasi Kepemimpinan Ridwan Kamil sebagai Gubernur Jawa Barat di Era Digital. 5-6.
- Az-Zahra, A. F. (2021). Ridwan Kamil, Pemimpin di Era Milenial. 4-5.
- Burns. (1978). *Leadership*. London: Harper & Row.
- Chairil Nur Siregar, S. R. (2019). Persepsi dan Partisipasi Masyarakat terhadap Implementasi Program Jabar Digital dalam Akun Instagram Ridwan Kamil sebuah Kajian Sosio-Digital. *Jurnal Sositologi*, 369.
- Editor. (2019, September 26). Optimalisasi Potensi Desa Jawa Barat Lewat Program Desa Digital. Retrieved from [opendata.jabarprov.go.id](https://opendata.jabarprov.go.id)
- Editor. (2019, October 10). Patriot Desa Digital Tak Kami Rasakan. Retrieved from <https://aspirajabar>
- Editor. (2020, April 20). Tahun Kedua Memimpin Jawa Barat, Berikut Rentetan Keberhasilan Ridwan Kamil-Uu Ruzhanul Ulum. Retrieved from [bappeda.jabarprov.go.id](https://bappeda.jabarprov.go.id)
- Editor. (2023, April 21). Data Desa Digital. Retrieved from <https://desadigital.jabarprov.go.id/>
- Editor. (2023, March 3). Konsep dan Prinsip Pengembangan Desa Digital untuk Meningkatkan Kualitas Hidup Masyarakat Desa. Retrieved from [panda.id/Konsep-dan-Prinsip-Pengembangan-Desa-Digital-untuk-Meningkatka-Kualitas-Hidup-Masyarakat-Desa](https://panda.id/Konsep-dan-Prinsip-Pengembangan-Desa-Digital-untuk-Meningkatka-Kualitas-Hidup-Masyarakat-Desa)



- Editor. (2023, April 21). Mengenal Desnet. Retrieved from [desnet.id/mengenal-desnet](https://desnet.id/mengenal-desnet)
- Editor. (2023, February 9). Ridwan Kamil Paparkan Inovasi Digital yang Bawa Kesejahteraan Warga. Retrieved from <https://jabarprov.go.id/>
- Editor. (2023, April 21). Tujuan, Fungsi, dan Tugas APTIKOM. Retrieved from [aptikom.org/tujuan-fungsi-dan-tugas](https://aptikom.org/tujuan-fungsi-dan-tugas)
- Elfina, S. (2019). Kepemimpinan Ridwan Kamil, Pemimpin Kreatif Era Milenial. 4-5.
- Fadlan Ramadlan, I. F. (n.d.). Kajian Kesiapan Penerapan Desa Digital pada Desa Wisata dengan Pendekatan Model STOPE di Desa Sukalaksana. Prosiding Perencanaan Wilayah dan Kota, 2-3.
- Herlina, N. (2022, October 3). Smart Village Universitas Tanjungpura: Inovasi Menuju Desa Digital. Retrieved from [dikti.kemendikbud.go.id/](https://dikti.kemendikbud.go.id/)
- Lestari, P. (2017). Kepemimpinan Transformatif dalam Membangun Budaya Kewargaan : Studi Kepemimpinan Ridwan Kamil di Kota Bandung. *Integralistik*, 41-42.
- Nurulliah, N. (2023, March 7). 359 Desa di Jawa Barat Masih Blank Spot. Retrieved from <https://koran.pikiran-rakyat.com/bandung-raya/pr-3036386392/255-desa-di-jawa-barat-masih-blank-spot>
- Pitriyanti, D. (n.d.). Kepemimpinan Ridwan Kamil di Kota Bandung Tahun 2013-2018 : Kajian Inovasi kebijakan Kepemimpinan Adaktif. 7.
- Ramdhani. (2018, December 12). 14 Daftar Program yang Diluncurkan Ridwan Kamil dalam 100 Hari Kerja sebagai Gubernur Jawa Barat. Retrieved from <https://regional.kompas.com/read/2018/12/17/11020831/14-daftar-program-yang-diluncurkan-ridwan-kamil-dalam-100-hari-kerja>
- Sofia, H. (2020, October 20). Start Up digital titik balik kebangkitan desa dan UMKM di Indonesia. Retrieved from <http://antaranews-com>
- Sudrajat, A. (2019, September 4). Pendekatan Pentahelix upaya wujudkan Jabar sebagai Digital Province. Retrieved from <https://m-antaranews-com.cdn.approject/pendekatan-pentahelix-upaya-wujudkan-jabar-sebagai-digital-province>
- Sutrisno, B., & Akbar, I. (2018). E-partisipasi dalam pembangunan lokal (Studi implementasi smart city di Kota Bandung). Bandung Institute of Technology.
- Tilano, F. A., & Suwitri, S. (2019). Collaborative Governance dalam upaya keselamatan lalu lintas dan angkutan jalan di Kota Semarang. *Journal Of Public Policy And Management Review*, 8(3), 1-18.
- Yudanto, D. (2023). Fungsi Perguruan Tinggi untuk Pembangunan Desa yang Dituangkan dalam Kebijakan Peraturan Desa di Desa Sobayan Kabupaten Klaten. *Jurnal Penelitian Serambi Hukum*, 16(01), 97-107.