

DOUBLE HELIX PHENOMENOLOGY ON DIGITAL ADAPTIVE LEADERSHIP AND INNOVATION MANAGEMENT'S PRACTICE-PERSPECTIVE DURING PANDEMIC

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PAPER INFO	ABSTRACT
Received: March 2023 Revised: March 2023 Approved: March 2023	Background: The Financial Services Sector significantly impacts Indonesia's economic growth and resilience. The COVID-19 Pandemic has significantly affected the financial services sector. Therefore, the Indonesia Financial Services Authority (OJK), as the regulator of the financial services sector, needs to respond appropriately to the impact of the pandemic. The OJK established based on Law Number 21 of 2011, has the authorities, OJK has regional representative offices. One of them is OJK Southeast Sulawesi Province (OJK Sultra). Aim: Analyze OJK Sultra's efforts to achieve performance in facing the challenges of the pandemic are a form of implementing digital adaptive leadership and innovation management which have become phenomena that has been elaborated through 19 informants and 10 internal documents. Method: The phenomenological methodology is the researcher's choice in elaborating on the practices and perspectives of the two phenomena in question. The researcher modifies the phenomenological methodology by combining historical concepts (experience) and hermeneutics with a period set at the researcher's beginning, called Historical-Hermeneutic Phenomenology (Double Helix Phenomenology). This modified methodology also has an impact on the analytical technique that needs to be modified by combining the Colaizzi model data analysis with the technical analysis of Interpretative Phenomenological Analysis (IPA) into a Historical-Phenomenological Interpretation Analysis or Historic-Interpretative Phenomenological Analysis (H-IPA). Findings: The research findings found eight elements for digital adaptive leadership and six elements for innovation management to achieve work unit performance during the pandemic successfully.
KEYWORDS	<i>pandemic, leadership, management, adaptive, innovation</i>
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INTRODUCTION

The Financial Services sector has a significant influence on Indonesia's economic growth and resilience. Based on OJK's Financial Stability Review (2021), the condition of the banking industry is maintained with adequate capital and liquidity cushions. In the capital market sector, stock movements are driven by issuers in sectors that are less affected by the pandemic. Efforts to maintain the financial services sector to be stable and maintained require innovation to respond to changes and pressures caused by the COVID-19 pandemic. The COVID-19 pandemic has had an impact on the global economy. The projected contraction in global growth affects Indonesia's economic growth forecast. This condition is immediately responded by the synergy of the Government (Ministry of Finance) with relevant authorities such as the Financial Services Authority (OJK), Bank Indonesia (BI), and the Deposit Insurance Corporation (LPS)

to issue policies in order to maintain the economy, among others, through financial system stability. The credit/financing restructuring policy issued by OJK is a form of countercyclical policy as part of the National Economic Recovery (PEN) program.

The establishment of the Financial Services Authority (OJK) or also known as the Indonesia Financial Services Authority as a new institution is the desire of the Government and the House of Representatives (DPR) to separate the banking supervision function from the central bank to an independent institution as outlined in Article 34 of Law No. 3 of 2004 concerning Amendments to Law No. 23 of 1999 concerning Bank Indonesia (Christiani & Lisal, 2019; Tiopan, 2018). Based on Article 5 and Article 6 of the OJK Law, OJK has the authority to regulate and supervise integrated activities in the financial services sector, including consumer and public protection efforts as stated in articles 28 to 31. In exercising its authority, OJK has representative offices in the regions. One of them is OJK Southeast Sulawesi Province (OJK Sultra). The number of PUJKs in the Southeast Sulawesi working area (SULTRA) 2021 is 136 central/branch/representative entities, consisting of 44 entities from the Banking sector, 14 entities from the Capital Market sector, and 78 entities from the Non-Bank Financial Industry (IKNB) sector.

Structurally, OJK Sultra Office only has 1 (one) Section, namely the Financial Services Institution Supervision Section (LJK) and 2 (two) Sub-sections consisting of the IKNB and Capital Market Supervision Subdivision, Consumer Education and Protection Subdivision (EPK), and Administration Subdivision. In addition to carrying out functions based on the Regulation of the Board of Commissioners of the Financial Services Authority Number 5 / PDK.01 / 2018 concerning the Organization of the Financial Services Authority, the EPK Subdivision is trusted by the Head of the Work Unit to carry out several *ad hoc* or additional tasks that have a significant impact on the reputation and performance of the work unit, namely Partnerships that include Public Relations and Regional Financial Access Acceleration Team Facilities (TPAKD), Liaison Officer (LO) of the Investment Alert Task Force (SWI), Manager of Key Performance Indicators and Budget (MIA), OJK Institute Partners, Learning Partners, Fostered communities, to Naradamping/Liaison Officer (LO) of the OJK MSME Digitalization Program (UMKMU-<https://pro.umkmmu.id/>).

Limited human resources and many additional roles/tasks are challenges for the Head of EPK sub-division in leading to achieve optimal performance. Based on OJK Sultra data as of May 2021, the number of debtors affected by COVID-19 who applied for restructuring/relaxation was 75,234 debtors with a nominal value of IDR 4.33 trillion. In the aspect of consumer protection for the period 1 January 2021 to 25 June 2021, OJK Southeast Sulawesi has carried out services to the public as many as 2,281 services. In 2020, the quantity of public services increased very high due to the early days of the pandemic coming to Indonesia. Based on data from the Third National Financial Literacy Survey (SNKLI) conducted by OJK in 2019, the Financial Literacy Index (ILK) and Financial Inclusion Index (IIK) in Southeast Sulawesi only reached 36.75% and 75.07%, respectively. Adaptive leadership is certainly needed in such changes. Adaptive leadership cannot be separated from the efforts of various innovations to survive rapid change, including how to manage these innovations so that the impact of innovation can keep up with the pace caused by the pandemic to achieve organizational performance.

Based on the explanations, the researchers would like to analyze OJK Sultra's efforts to achieve performance in facing the challenges of the pandemic are a form of implementing digital adaptive leadership and innovation management which have become phenomena that has been elaborated through 19 informants and 10 internal documents.

METHOD

This research used experience space sourced from the past to explore and finding understanding by using various sources and documents related to the phenomenon of adaptive leadership and innovation management as a form of organizational response to pandemic situations/conditions. This historical process can be seen by the time limitation carried out by researchers, namely March 2020 to July 2021 (16 Months). The paradigm or methodology used in this study is referred to as Historical-Hermeneutic Phenomenology (Double Helix Phenomenology). In connection with the purpose of this study to elaborate the phenomenon of adaptive leadership and innovation management during the pandemic period between March 2020 to July 2021, the researcher chose the research location at OJK Southeast Sulawesi Province (OJK Sultra).

The subject of this research was an informant/resource person related to the scope of research. This research involved 19 (nineteen) resource persons and 10 (ten) internal documents belonging to OJK Sultra to explore the phenomenon of adaptive leadership and innovation management. Phenomenological research makes informants and the fact of occurrence as the main instrument where the researcher as a direct participant because the role as the Head of the Sub-division of Consumer Education and Protection knows the research resource person well. In addition, researchers use auxiliary instruments such as interview forms, recording devices, cameras, notes, images to other communication media that can document information extraction including clarification and/or confirmation efforts.

This research procedure is realized through various data collection techniques. The acquisition of relevant, sufficient, and competent data will be the data collection strategy. The selection of research subjects (resource persons) in this study was carried out by determining samples with certain considerations or purposive sampling (Sugiyono, 2019). Data collection techniques can be in the form of actions supported by auxiliary instruments such as observation, interviews, Focus Group Discussion (FGD), recording, and codification.

Testing the validity of data was generally synonymous with validity and reliability. For qualitative research, the two tests were detailed back into credibility tests, transferability tests, dependability tests, and confirmability tests as adopted by Lemon and Hayes (2020). The data analysis techniques used here include data collection, reduction, display and inference. Because this study uses Double Helix Phenomenology, researchers need to modify data analysis techniques. Researchers combine data analysis of the Colaizzi model (1978, in Speziale et al., 2011) with technical analysis of Interpretative Phenomenological Analysis (IPA).

RESULTS AND DISCUSSION

From the results of the document collection process, 95 internal documents were found that relate to the phenomenon of adaptive leadership and innovation management. OJK Southeast Sulawesi Province (OJK Sultra) produced various kinds of innovations during the pandemic. Based on the collection of 95 (ninety-five) documents including binding working

papers, innovations produced by OJK Sultra were obtained, namely Triumphant Strategy (Trust), Intelligence Activity Program (Proven), Financial Education Picket (Peka), Simolek Operation Optimization Program (Porsi), OJK Sultra Learning Center Community (KLC), Class Duta Financial Inclusion and Literacy (Dilan Class), Village Build Youth Program (Pro Muda Bagus), Faith-Based Financial Education Program (Pro Esa), Culture-Based Financial Education Program (Pro Eka Baya), and Non-Face-to-Face Services Consumer Protection and Financial Information Service System (LNT).

Of the 95 documents, there are 10 (ten) documents that are the main reference because they are directly related to research and are used for reference to the interview process to resource persons. Based on the analysis of 10 documents, there are six innovations that significantly help the organization's adaptation process during the pandemic, namely Trust, Proven, KLC, Dilan Class, Pro Esa, and LNT. For internal documents, researchers encode the document to maintain organizational privacy and reduce the risk of misuse of the identity of the document. This Internal Document is assigned the code "DI", which further uses numbers sequentially according to the needs in the research process.

Based on documents DI-01, DI-02, and DI-10, Triumphant Strategy (Trust), is an innovation that has been present since 2018 and has developed until 2021. The impact of Trust development is the success of the organization in increasing the quantity and reach of OJK Sultra publications/news. Based on documents DI-03 and DI-04, the Financial Inclusion and Literacy Ambassador Class (Dilan Class) is an innovation that emerged in 2019 and was developed during the pandemic. The impact of Dilan Class includes success in maintaining the sustainability of financial education activities during the Pandemic. Based on documents DI-05 and DI-02, Non-Face-to-Face Services (LNT) are innovations that have only been carried out during the pandemic due to restrictions on physical/face-to-face activities. The impact of this LNT innovation is in the form of improving community services, especially complaints by 864% (as many as 125 people in 2019 to 1,205 people in 2020) based on data at the beginning of 2021. Based on documents DI-06, DI-07, and DI-02, the Faith-Based Education Program (Pro Esa) is a new innovation proposed during the pandemic. Innovation for financial education activities that use a financial education substance approach using religious values and in its further development involves religious associations/communities and religious leaders to build mutual awareness and collaboration in the future.

The success of OJK Sultra in implementing and developing innovations became the attention of the head office so that the Head of OJK Southeast Sulawesi Province was invited as one of the speakers in the 2021 Regional Leaders Development Program: Enhance Network and Collaborative Partnership in Jakarta. The selected resource persons were from all Heads of KR/KO, namely the Head of OJK Regional 3 Central Java and Yogyakarta Special Region, Head of OJK Yogyakarta Special Region, and Head of OJK Southeast Sulawesi Province according to document DI-09 which carried out the activity on June 14, 2021. Based on the DI-10 document, the innovations that are the choices to be presented are Trust, Proven, One Pocket Book, Learning Center Community Reform and the formation of fostered communities called Yes Sultra (Millennial MSMEs) and Dilan Class.

An interesting point in the DI-10 document entitled: "Bumi Anoa's Innovation and Influence Management" describes the implementation of leadership and innovation management carried out by the Head of OJK Southeast Sulawesi. Researchers as one of the

parties who assist the Leader in designing this exposure as well as participating in the activity in question. Based on the results of spatial observation/contemplation, the meaning and elaboration results of interpretation are obtained, namely Innovation Management through internal strategy dynamics through three aspects (creative excitement, heartfelt commitment, and willing cooperation) and for external strategy dynamics, the reference credibility cycle in the implementation of leadership and innovation management.

Furthermore, this study involved 19 (nineteen) resource persons with details: 1) 11 (eleven) interviewees through interviews consisting of 11 people participating in Indirect Interviews (WTL). Of the 11 people who participated in WTL, 2 resource persons were again selected to take part in the Live Interview (WL) because they were key speakers. Two key resource persons are the Head of the Supervision Section of Financial Services Institutions and the Consumer Education and Protection Staff; 2) 8 (eight) resource persons only participated in two FGDs. However, there were two people who participated in the FGD were resource persons who participated in indirect interviews so that the realization of the first FGD was followed by 4 speakers and the second FGD was followed by 6 speakers. In accordance with research ethics, each resource person will be given a code in lieu of identity. The selected resource persons have an age range between 20 to 43 years. The work background/profession of the resource persons consisted of employees and officials of the Southeast Sulawesi OJK, Civil Servants of the Kendari City Government, Entrepreneurs, to students. The educational background of the resource persons starts from high school, Bachelor (Strata I), and Master (Strata II). Furthermore, of the 95 documents found related to the research time period, there are 10 (ten) documents that are the main reference because they are directly related to the research and can be used as references in the interview process to resource persons.

The inaugural FGD was held on June 4, 2022. The introduction to this FGD began by asking about the news and progress of the Learning Center (KLC) Community activities after the Researcher as a Coach had moved to Jakarta and had not seen KLC administrators for almost a year. On the other hand, the light-nuanced opening is expected to be a stimulus for FGD participants to be more open in expressing their views. The initial information obtained in the form of the sustainability of the Dilan Class innovation program included an average attendance of 30 participants and for registration of new KLC members reached 110 people. The inaugural/first FGD produced several conclusions of participants' views with provisional conclusions:

- 1) The benefits of Dilan Class make one of the students gain knowledge that is not obtained on campus, it can even help lecturers to provide solutions/explain the information;
- 2) The use of technology is a solution in responding to environmental changes during the Pandemic, including the use of the zoom application for Dilan Class (Digital Class), to the use of whatsapp video calls and zoom meetings for KLC meetings;
- 3) The application of Dilan Class with the technology/application has an impact on increasing the quantity of activities that help the public to obtain information on illegal investments which during the pandemic are quite rife;
- 4) Collaboration with stakeholders is the key to expanding the reach and sustainability of innovation (Dilan Class). In addition to PUJK, collaboration is carried out with local media;

- 5) Appreciation and participation become a means to provide enthusiasm and attachment/ownership with innovation activities. The awarding of certificates for KLC administrators is one example of appreciation. Participation is realized through a conducive situation to channel and support ideas/ideas/aspirations; and
- 6) Things that need to be evaluated in innovation include optimizing the publication of activities through more massive social media and developing curriculum and teaching methods to make them more attractive to participants.

Next, the researcher conducts the collection of relevant internal documents. This internal document becomes important as formal evidence of the process and existence of the phenomenon to be studied. On the other hand, this document is a means of remembering past events so as to help sources to be able to provide more accurate and complete information. Researchers used 10 internal documents that had been coded. These documents become advanced development media for the question form at the second Interview and FGD with the results of development into 10 (ten) questions.

On August 21, 2022, researchers conducted the second FGD. This FGD was attended by 7 participants with details of researchers as FGD guides/leaders and 6 (six) participants were selected speakers who were administrators of one of OJK Sultra's assisted communities, namely Youth Entrepreneur Solution Southeast Sulawesi (YES Sultra). The six participants were speakers coded N1FGD2, N2FGD2, N3FGD2, N4FGD2, N5FGD2, and N6FGD2.

The FGD, which was held on Sunday, began with a light discussion as well as informing the purpose of this FGD. In addition, the day before, the researcher had provided the WTL form to be read first by FGD participants. The aim is to provide an understanding of contests and phenomena that will be explored in the FGD. The initial discussion provided general information on the community's progress and current activities, including the election of new administrators. Initially, the atmosphere of the discussion was "careful" and required repetition for participants to be able to describe openly and clearly the memory and meaning of the questions in the FGD. Clarification and confirmation questions related to the questions that have been submitted by the researcher are a necessity so that the discussion conditions remain focused.

The FGD, which has been running for more than an hour, has produced several insights and meanings on adaptive leadership and innovation management. Based on the statement of the resource person coded N2FGD2, an understanding was obtained that changes during the pandemic were caused by the use of technology. The interesting thing from the statement above is the strong encouragement of technology use caused by the pandemic which limits people from interacting directly (face-to-face). In line with Kaushik and Guleria (2020) who emphasized that the pandemic forced companies to look for alternative ways to run operations through remote network connections and the adoption of digital technology. The conditioning to avoid face-to-face interaction is strengthened by community dynamics influenced by government policies known by the resource persons as "PSBB". PSBB in the context conveyed is an extension of Large-Scale Social Restrictions. Based on the official website of the Coordinating Ministry for Human Development and Culture accessed on September 17, 2022 on <https://www.kemenkopmk.go.id>, one of the Government's strategies in suppressing the spread of Covid-19 is to establish a Large-Scale Social Restrictions (PSBB) policy. This government strategy is outlined in the form of Government Regulation (PP) Number 21 of

2020 concerning Large-Scale Social Restrictions in the Framework of Accelerating the Handling of Corona Virus Disease 2019 (COVID-19). The understanding of the PSBB policy was repetition by N3FGD2 and N4FGD2 resource persons. Furthermore, based on the statement of the resource person coded N2FGD2, there is a policy to overcome or respond to these challenges issued by OJK.

This statement is confirmed by regulations issued by OJK in the first half of 2020, namely POJK 11/POJK.03/2020 concerning National Economic Stimulus as a Countercyclical Policy for the Impact of the Spread of Corona Virus Disease 2019 and POJK Number 14/POJK.05/2020 concerning Financial Services Authority Regulation on Countercyclical Policy on the Impact of the Spread of Corona Virus Disease 2019 for Nonbank Financial Service Institutions. This policy is known as countercyclical policy as part of the National Economic Recovery (PEN) program which is specifically called credit/financing restructuring policy. At the end of 2020, the two regulations were amended through POJK Number 48/POJK.03/2020 of 2020 concerning Amendments to the Financial Services Authority Regulation Number 11/POJK.03/2020 concerning National Economic Stimulus as a Countercyclical Policy for the Impact of the Spread of Corona Virus Disease 2019 and POJK Number 58/POJK.05/2020 concerning Amendments to the Financial Services Authority Regulation Number 14/POJK.05/2020 concerning Countercyclical Policy on the Impact of the Spread of Corona Virus Disease 2019 for Non-Bank Financial Service Institutions.

Based on the results of the FGD conducted above, the researcher continued to collect data/information through Indirect Interviews (WTL) to 11 (eleven) resource persons. WTL conducted to resource persons with codes N1WTL, N2WTL, N3WTL, N4WTL, N5WTL, N6WTL, N7WTL, N8WTL, N9WTL, N10WTL, and N11WTL. The results of searching for statements relevant to the phenomenon from FGD and WTL managed to get 68 phrases/statements. The statement consists of 40 phrases related to adaptive leadership and 28 phrases/statements for innovation management.

Furthermore, from these relevant statements, sorting and re-reading are carried out to determine significant statements. In addition, the researcher completes a significant statement with what is contained in the internal documents obtained by the satker. Based on this process, researchers obtained 40 significant statements consisting of 26 significant statements related to the phenomenon of adaptive leadership and 14 related to innovation management. Furthermore, the researcher sorted and processed 40 significant statements into subthemes and themes by deepening the meaning of these significant statements. This election effort requires a lot of time for contemplation and back again not infrequently Researchers need to re-read the statement, including digging up the context of significant statements with transcripts and / or related documents. The results of this election gave rise to 25 subthemes. From these 25 subthemes, researchers managed to obtain 14 themes related to the focus of the phenomenon under study consisting of 8 themes for adaptive leadership and 6 themes for innovation management.

Furthermore, researchers process these themes into elements of related phenomena. The element of this phenomenon is a selected word/phrase that can describe the theme. After conducting various reviews or interpretations, the researcher determines the element to be codified. The determination of elements and the provision of codes aims to facilitate the next

process when researchers try to conduct further analysis. Further analysis is part of the next stage to find relationships between elements including the visualization process.

The determination of these elements helps researchers to describe and interpret these elements, including exploring the relationships between elements. Based on this stage, the description and interpretation of each element in adaptive leadership is obtained as follows:

- 1) The use of Technology (KA1) is a choice of meaning conveyed by 10 (ten) speakers (N1WTL, N2WTL, N3WTL, N4WTL, N5WTL, N6WTL, N7WTL, N8WTL, N9WTL, and N10WTL) and described in the second FGD. The use of technology is based on the meaning that adaptive leadership refers to the adaptive response to the Pandemic period carried out by OJK Sultra Leaders to use technological devices in carrying out their duties, including using applications and electronic devices so that the implementation of activities in carrying out online (online) such as in educational activities, community services, to coordination with stakeholders. This incident is in line with the research of Wiyono et al. (2021) which revealed that an entity's pandemic response is to implement its information technology-based business processes. Physical restrictions are the strongest stimulus why the choice to utilize technology during a pandemic. The main purpose of using technology to maintain the continuity of task implementation includes increasing the impact of innovation. From this perspective, adaptive leadership is reflected by the choice of the Leader to utilize technology that has an impact on changing the work process of the work unit stated by George et. al. (2020).
- 2) Government Policy/Authority (KA3) is the choice of meaning conveyed by 7 (seven) speakers (N2WTL, N3WTL, N4WTL, N5WTL, N6WTL, N9WTL, and N10WTL) and also illustrated in the second FGD. Government/authority policies are interpreted by referring to two policies that are very attached to the Pandemic period for resource persons, namely the Large-Scale Social Restrictions Policy (PSBB) which is related to health protocols issued by the Government and the relaxation/restructuring policy of credit/financing issued by the OJK. The interesting thing about KA3 is the perception of adaptive leadership attached to compliance to implement government policies/authorities in question. The compliance is intended to be a stimulus for OJK Sultra to make changes in business processes oriented towards preventing the spread of the COVID-19 Virus to how to monitor Financial Service Institutions (PUJK) to follow up on credit/financing restructuring policies. The credit/financing restructuring policy originating from the head office is the concern of OJK Sultra to disseminate to the dominant public who have misperceptions of the policy. On the other hand, monitoring of PUJKs is an effort to bridge the need for relaxation to maintain the health level of PUJKs and the business continuity of the community/consumers through relaxation of obligations related to credit/financing. The compliance of the work unit, dissemination and monitoring are efforts made by OJK Sultra to encourage the public and PUJK to participate immediately in compliance or implementation. A policy compliance regime capable of integrating policy design and implementation together can increase the public's capacity and willingness to comply (Yen & Liu, 2021). This is important, the encouragement of compliance with regulations/policies is a challenge for the community and PUJK to immediately comply because there is an additional burden that needs to be done. For PUJKs, the relaxation policy is sufficient to affect liquidity or

cashflow, including the potential loss of income from interest. Under normal circumstances, ensuring public compliance is a challenging and increasingly difficult task during the COVID-19 pandemic (Atalay & Meloy, 2020; Howlett, 2018; Weaver, 2014). On the other hand, the acceleration of policy implementation is an effort to maintain financial system stability as part of the policy mix with the government through the National Economic Recovery Program (PEN). From this perspective, adaptive leadership is seen to be followed by efforts to follow up on government/authority policies that aim to achieve the regulation can achieve its goals. Yen and Liu (2021) agree with this element stating that policy compliance is needed to achieve the expected COVID-19 policy objectives.

- 3) Collaboration (KA6) became a choice of meaning conveyed by 6 speakers (N4WTL, N5WTL, N6WTL, N7WTL, N8WTL, and N9WTL) and was also described in the second FGD. This element makes collaborative efforts both internal and external inherent in adaptive leadership. Internally, the collaboration effort is realized through synergy between sections/subdivisions at OJK Sultra. However, the strongest emphasis based on the speaker's point of view is on the external aspect, which starts with community utilization. The community in question is the Learning Center Community (KLC) and Youth Entrepreneur Solution of Southeast Sulawesi Province (YES Sultra) which are directly fostered by OJK Sultra. For YES Sultra, coaching is carried out with other entities, namely the Cooperative and MSME Office of Southeast Sulawesi Province and the Southeast Sulawesi Province Small Business Women Assistance Association (ASPPUK). The utilization of these two communities aims to empower community members through participation in OJK Sultra activities directly. This is the strength for OJK Sultra in the midst of limited human resources to continue to be able to carry out performance targets and even magnify the impact on the activities carried out. Increased collaboration provides more room for performance improvement, strengthening development and expanding the impact of projects or activities (Barutha et al., 2021; McManus et al., 2020; Morillo, 2020). In addition, external collaboration involves various relevant stakeholders such as the Provincial/District/City Government, PUJK, to the media. The Regional Financial Access Acceleration Team (TPAKD), the Financial Services Industry Communication Forum (FKIJK) to strengthen the synergy of the role of mass media/online through Trust, are leadership choices to strengthen the collaboration base related to efforts to increase formal financial literacy and inclusion. Collaboration is a perception captured by the speakers to interpret adaptive leadership.
- 4) Quick response (KA5) is the choice of meaning conveyed by 3 (three) speakers (N5WTL, N10WTL, and N11WTL). This element is related to the efforts made by OJK Sultra to provide services quickly and respond immediately to community needs. This is illustrated through OJK Sultra's activities related to providing rapid information to the public regarding credit/financing restructuring policies, including through press releases to the mass media. In addition, community services, especially complaints, are enough to influence the perception of resource persons related to adaptive leadership related to rapid response attitudes. This is in accordance with the statement of Whitelaw et. al. (2020) and Pabbaraju et. al. (2020) that the pandemic requires a rapid response to face changes including providing services.

- 5) Efficient (KA2), Exemplary (KA4), Continuous Learning (KA7), and Execution (KA8) are choices of meaning into choices of meaning derived from each of 1 (one) resource person sorted according to the mention of elements, namely N1WTL, N4WTL, N8WTL, and N11WTL. Especially for the Execution element (KA8), the description of the element is contained in the second FGD. The element captured as this meaning comes from OJK Sultra's efforts which originate from leadership behavior on budget use, conformity of words/information and actions, actions accompanied by updating information/knowledge, to the realization of predetermined plans. Pandemic response is related to planning for optimal resources, budgets including cost reduction, resilience to study change dynamics, consistent implementation or program execution (Areba, 2020; Mukherjee & Hasan, 2020; Petrovic & Kocic, 2020).

The reality of the phenomenon of adaptive leadership is significantly influenced by the use of technology that affects business processes. This condition makes the elaborated adaptive leadership have specifications on digitalization which is carried out hereinafter referred to as digital adaptation leadership.

The meaning of innovation management produces various elements. Based on this stage, the description and interpretation of each element of innovation management is obtained as follows:

- 1) Collaboration (MI1) is a choice of meaning conveyed by 7 (seven) speakers (N1WTL, N5WTL, N6WTL, N8WTL, N9WTL, N10WTL, and N11WTL) and is also illustrated in the second FGD. Collaboration in the view of the resource persons includes OJK Sultra's efforts to involve stakeholders or external parties in implementing innovations that indirectly have an impact on the development of these innovations. The initial initiation of innovation is carried out internally by OJK Sultra, but the progress of innovation development tends to occur when synergy or cooperation with other parties is carried out with the aim of achieving performance targets. This illustrates in the process of implementation, innovation development, collaboration becomes one of the solutions or "door locks" to find more specific and accurate ways to adapt in the pandemic era. Collaboration is useful as a network to generate, utilize, and disseminate knowledge, sources or media that lead to innovation (Nieves et al., 2016; Prokop et al., 2019; Wang et al., 2014) although there is a view that collaboration can not always lead to innovation, for example the failure in various cases of research and development cooperation (Guisado-González et al., 2018). Adaptation in the pandemic era encourages OJK Sultra not only to be adrift on the initial innovation concept, but to be a stimulus to make changes to various elements of innovation because it is connected to various knowledge, advice, and updates. This is in line with Prokop et. al. (2019) which revealed that experience from collaboration can reduce the risk of cooperation failure significantly, enriching innovation theory as a result of interaction with internal and external parties. In this view, collaboration becomes a means to design and evaluate innovations related to inherent needs or opportunities. From this perspective, collaboration is an important part of managing innovation so that innovation can develop in responding to environmental changes during the pandemic.
- 2) Publication (MI6) is a choice of meaning conveyed by 5 (five) speakers (N3WTL, N5WTL, N6WTL, N7WTL, and N10WTL) and also illustrated in the second FGD. A

viewpoint towards this publication is obtained when innovation is involved with efforts to communicate innovation activities to the public. This publication has an impact on reaching an understanding of the role and involvement of external parties/stakeholders (collaboration) so that it can be a means of further innovation development. Publications can be useful in stimulating continued innovation, knowledge diffusion, and the creation of information areas in publications influencing various innovation activities (Hegde et al., 2022). The perspectives of these speakers were strongly influenced, especially when OJK Sultra linked innovation outputs and outcomes with news through mass media, both print and online. In addition, the publication is realized through responses to external parties who conduct benchmarking on innovations that have been carried out by OJK Sultra. From this perspective, publication is an important part of managing innovation so that innovation can reach the understanding and involvement of external parties/stakeholders.

- 3) The plan (MI3) is a choice of meaning conveyed by 4 (four) speakers (N4WTL, N5WTL, N8WTL, and N11WTL) and illustrated in the second FGD. This planning is a captured element because innovation management is seen as having an innovation design framework that has been linked to stakeholder needs. In addition, the resource person noticed that the existence of innovation related to the fulfillment of organizational performance cannot be separated from the vision and mission of the organization. Planning is important in innovation that can be done as a first step, efforts to develop strategies, to the media to ensure the achievement of company performance through innovations made (Alosani et al., 2020; AlQershi, 2021; Séraphin et al., 2018). From this perspective, planning is an important part of managing innovation in relation to OJK Sultra's ability to capture stakeholder needs correlated with the organization's vision and mission.
- 4) Evaluation (MI5) is a choice of meaning conveyed by 3 (three) speakers (N2WTL, N4WTL, and N5WTL). This is related to the efforts made by OJK Sultra in updating or developing innovations. Changes in mechanisms or process flows, mechanisms, including targets or objectives. On the other hand, evaluation benchmarks are carried out based on the Key Performance Indicators (IKU) of the work unit. OJK Sultra obtained this IKU from the head office which is described through the IKU manual document. The achievement of IKU is the basis for the success of innovation and a medium to explore areas of improvement in the future. In line with Hnatneko et. al. (2020) and Milley et. al. (2018) revealed that the evaluation process can have an impact on innovation development, the relevance of implementation to innovation goals, and the chosen development strategy (or new innovation project). The achievement of this performance target makes the evaluation related to the planning carried out by the organization. From this perspective, publication becomes an important part of managing visible innovation through the development of innovation and achievement of organizational performance targets.
- 5) Appreciation (MI2) is a choice of meaning conveyed by 2 (two) speakers (N1WTL, and N10WTL). This element was captured when OJK Sultra gave room for appreciation to external parties/stakeholders. This appreciation to stakeholders is considered to have an impact on strengthening mutualism symbiotic relationships, including opening new

networks related to the implementation of innovation. Appreciation was shown by the leader of the work unit to employees who initiated innovation. Appreciation to innovation initiators (work unit employees) is found by involving these employees in Regional Leaders Development activities as companions to work unit leaders. This appreciation is a positive stimulus to spur innovation from related employees. Innovative work behavior requires recognition and appreciation for actions taken by innovative employees (Akram et al., 2020) where employee appreciation or reward role has a positive relationship with the results and quality of work, increasing employees' intrinsic motivation to innovate (Jeyaraman & Teo, 2010; Magulod, 2018; Netland, 2016). On the other hand, this appreciation becomes "energy" to strengthen synergy (collaboration). From this perspective, appreciation is an important part of managing impactful innovations to strengthen stakeholder relationships and collaboration.

- 6) Delegation (MI4) is the choice of meaning conveyed by 1 (one) speaker (N1WTL) and illustrated in the second FGD as well. This element was captured when OJK Sultra entrusted the implementation of activities in innovations issued to the community. This trust includes efforts to assign responsibilities and duties to the community along with acts of coaching to outsiders. On the other hand, delegation with the implementation of innovation by the head of the work unit to the initiator of innovation is a conducive dynamic shown at OJK Sultra. In line with Chen (2021) who revealed that a culture that promotes innovation can be the right condition for delegation of responsibility. From this perspective, delegation becomes part of managing innovations whose point of view is related to external party participation efforts to implement the innovation.

Based on the results of elaboration from resource persons and related documents, various practical and perspective findings were successfully obtained in this study. However, to sharpen the objectivity of these findings, it is necessary to validate through one key resource person who was interviewed directly with the N1WL code.

Based on these criteria, the researcher chose a resource person coded N1WL to be a key source, namely the party who has a position as Head of the Supervision Section of Financial Services Institutions. On the other hand, in terms of organizational structure, the role of N1WL is to be the deputy head of the Work Unit.

The live interview with N1WL will be held on Monday, September 12, 2022 from 18.58 to 20.00 WIB. Initially, researchers will interview directly to Kendari or through indirect face-to-face means (online). However, on September 12, 2022, N1WL received an assignment from the head office to carry out activities at the Hotel where the resource person was staying in Jakarta. Therefore, the implementation of interviews can be carried out directly which previously sent related supporting documents to be read by the source before the interview via Whatsapp. This is done to strengthen memories that occurred in the past based on the experience of the source.

The interview was conducted in an informal or relaxed atmosphere preceded by a light conversation related to conditions and the latest news related to life and work from both resource persons and researchers. In addition, before conducting a Direct Interview (WL), the researcher again provides an overview of the research including helping resource persons ensure that the interview room/location is minimal to avoid interference so that WL can be carried out smoothly.

In the early stages of the interview, researchers began to explore the statements of resource persons from WTL which had been submitted on August 20, 2022 and deepened the statements and research findings for elaboration and validation.

Based on the results of responses to the above questions, the adaptive leadership perspective is confirmed to be related to the compatibility between the actions of the Leader and policies produced by the government/authority (KA3). The policies produced by the government are followed up by the OJK head office to be followed up by the representative office. This can be seen from N1WL's statement which confirms this.

The policy from the head office is also a stimulus for OJK leader Sultra to encourage himself to encourage all sections and subaggian to contribute ideas, ideas, or solutions in implementing policies from the head office.

Furthermore, N1WL affirms that adaptive leadership requires collaboration not only external but also in internal aspects. Internal collaboration is the initial force to initiate external collaboration. Internal collaboration begins with the capacity of the leader to know and understand the position or role of the work unit and its subordinates. This capacity helps the leader of the work unit to be able to determine the right person in initiating and developing innovation. The selection of the right person is the key to success in the application and development of innovations during the pandemic as seen in the N1WL statement. On the other hand, the support and trust of leaders in those who implement and develop innovations is one of the significant factors that the innovations provided can have a greater impact on becoming solutions during a pandemic. This is an affirmation of the existence of the element of collaboration (MI1) in the perspective of innovation management which begins internally with the work unit between superiors and subordinates. Affirmation of sensitivity to the personal capacity/potential of employees so as to be able to place the right people is the key to maintaining the continuity of the work unit and achieving the performance of the work unit as explained by N1WL.

After the internal aspect, the collaboration element (M1) includes the external aspect where the implementation of innovation involves external parties/stakeholders. Strengthening the impact of innovation is supported by the capacity of innovation initiators in establishing relationships with stakeholders and the support of work unit leaders as explained in the N1WL and N2WTL statements. N1WTL clarified in WL that the meaning of understanding the conditions of innovation management stated in WTL is more likely to be related to the taste and nuances experienced related to the benefits of the innovation. These tastes and nuances seem to give the impression that the management of innovation at OJK Sultra is good enough or good enough. Further deepening of this statement provides a view that OJK Sultra's innovation management needs to be evaluated. N1WL states that contextual innovation management is actually oriented to the concept of management that is seen with the presence of planning, organizing, actuating and controlling functions. This calcification confirms that the existence of innovation has not been supported by a structured mechanism in its management.

Then, on this view, the researcher deepened through formal documents originating from OJK Sultra. The development and development of innovations tends to be spontaneous or does not have a predetermined timeline. On these documents, the N1WL view is intended to be a

formal mechanism or to have formal documentation of the mechanism, but in its implementation these functions appear indirectly.

Based on the statement above, the existence of plan elements (MI3) becomes a perspective that is strengthened by the resource person through the process of delivering background, linkage with the budget and Key Performance Indicators (IKU) which indicates that the innovation is produced through an analysis process before being submitted to the leadership. In addition, the development of innovations carried out indicates the existence of an element of evaluation (M15).

The affirmation of the existence of the evaluation is stated by the view of N1WL which reveals that the availability of internal documents shown is an important thing that can be observed as a basis for further innovation development. The above statement also indicates that the output form of the evaluation can be in the form of a well-documented report that includes the achievement and impact of the innovation as a medium of accountability and added value.

For innovation management in general, N1WL provides input so that the work unit can create innovation management guidelines to be used by each employee. In addition, N1WL said that the use of technology in innovation management can make the design and development of innovations more effective and efficient. The benefits of the presence of guidelines and the use of this technology, in addition to homogenizing processes related to the development and development of innovation, but also can be a medium to maintain the sustainability of the application of innovation and capacity regeneration in implementing employees. This condition is important because OJK Sultra employees will experience a mutation period to other work units/regions in the future. This is in line with one of the corrections given in the second FGD where there are different conditions for implementing innovations that are more effective and strong in technical coaching during the pandemic when compared to current conditions. The causes include the limited quantity and quality of human resources at this time, especially the condition that there is no equivalent replacement for the initiators and implementers of innovation during the pandemic, the focus of performance targets of related subdivisions/sections, to different leadership styles today.

CONCLUSION

This research found that the practice and perspective of digital adaptive leadership is related to eight elements which include technology utilization, efficiency, government policies/authorities, role models, rapid response, collaboration, continuous learning, execution. Research findings in the perspective of adaptive leadership phenomena, each element is seen as a separate meaning or has no intersection.

This research found that innovation management practices and perspectives are strongly related to six elements which include Collaboration, Appreciation, Plan, Delegation, Evaluation, and Publication. Research findings in the perspective of management phenomena, the meaning of Publication and Appreciation elements have the same causes of meaning in collaboration elements. Therefore, this study contributes in the form of findings that are analyzed deeply, namely the existence of elements in the phenomenon of digital adaptive leadership and innovation management.

In addition, modification of research methodology is an interesting thing to find that becomes an integral part of these findings. The methodology developed during the research process

influenced the data analysis techniques used as an initial stimulus to enrich the dynamics and viewpoints of phenomenological methodologies known to date. It is hoped that it can be useful for the development of interdisciplinary research to reach back time that will not be possible to be repeated by humans (the past).

Based on the conclusions of the research above, the researcher suggested that the OJK of Southeast Sulawesi Province can make standard operating standards or formal mechanisms related to innovation governance (management) from planning to reporting. OJK Southeast Sulawesi Province can strengthen digital adaptive leadership through the use of technology between innovations, for example for Triumph Strategy (Trust) innovation, Intelligence Activity Program (Proven) and Non-Face-to-Face Services. The use of this technology is expected to make the work unit's business processes more effective and efficient. On the other hand, the use of data/information from innovation can be used in decision making in the future. OJK Southeast Sulawesi Province can strengthen innovation management by establishing a delegation mechanism related to the implementation and development of innovations to strengthen in order to optimize the regeneration process. OJK Southeast Sulawesi Province can strengthen digital adaptive leadership and innovation management by compiling technical guidelines for innovation implementation that can be adopted by other parties. This guideline can be used to expand the impact of innovation, for example used by other OJK work units to stakeholders. In addition, future research may discuss the mentioned matters to give readers more insight on each of them.

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