

LEADERSHIP AGILITY IN REALIZING ADAPTIVE AND PRECISE POLRI IN THE VUCA ERA

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ABSTRACT

After Covid 19, the condition of society globally has shifted towards an era better known as VUCA or the era of uncertainty. In this situation, the leader of a group or organization – in this case the police – who faces various risks must find a solution to the problem by changing the leadership model. Agility is considered to be able to overcome the conditions of ambiguity caused by the uncertainty of the fast-paced disruption era without clear direction of destination. This research is a qualitative study using secondary data sources in the form of information from articles and mass media. The results of the study concluded that agile leadership can be a solution so that the National Police can be adaptive and precise in the VUCA era. An agile leader is considered capable of navigating organizational performance capabilities that are faster, adaptive, superior, and productive.

Keywords: *Agile Leadership, Adaptive Polri, Precision Polri, VUCA Era*

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INTRODUCTION

The era of globalization has ushered in the inevitability of change. Change or extinction has become a term to stimulate everyone to survive. Any organization that is unable to innovate and adapt to change will be crushed in the competition which will drown it. The same goes for a government organization. If the government's performance is likened to a company, then every time it is challenged to have added value in contributing to each performance output that is carried out. All of these conditions, both in companies, organizations and governments that are challenged by the acceleration of change must be able to realize performance that exceeds the minimum standards in order to be able to compete and compete with any of its competitors in order to be part of the global community. To make this happen, an agile-minded locomotive is needed. An agile leader who is described as agile, agile and skilled is someone who is expected not only to be able to bring about change but to be able to boost the desire of those he leads to change, innovate and adapt (Fitaloka, 2020).

Post-Covid 19 an era better known as the VUCA era (Volatility, Uncertainty, Complexity and Ambiguity) or the era of uncertainty. In this situation, the leader of a group or organization that faces various risks must find solutions to their problems by changing the leadership model which can be a solution in solving complex and challenging problems (Antunes, 2011). Agility is considered capable of overcoming ambiguity conditions caused by the uncertainty of the fast-paced disruption era without clear directions. Therefore, an agile leader is considered capable of navigating organizational performance capabilities that are faster, adaptive, superior and productive. Unlike the case with traditional leadership, although it has been well planned and has a long-term vision, in the current era it seems inflexible and slow in responding to change.

The problem that is often encountered today is that efforts to realize an adaptive state apparatus are actually hampered by various binding policies, especially influenced by leadership figures who are rigid and sometimes slow in making policies. This is the duty of the Indonesian National Police which carries the vision of a precise National Police.

The Precision Vision carried by the Chief of Police General of Police Drs. Listyo Sigit Prabowo, M.Si. Positively assessed by various parties. Precision, which stands for predictive, responsibility, and equitable transparency, makes police services more integrated, modern, easy and fast. The main task of the National Police is to always maintain public security and order, enforce the law and protect, protect and serve the community by heeding local wisdom in Indonesian culture. With good manners in accordance with mutually agreed norms or rules and values. The precision vision of the National Police will be difficult to realize if the leadership model used uses the traditional model that is strict and slow to take policies.

METHOD

This study uses a conceptual descriptive method that describes various theoretical concepts relevant to the research theme. According to Sugiyono (2018) that descriptive research is research conducted to determine the value of an independent variable, either one variable or more, without making comparisons or connecting with other variables. In terms of looking at how Agile leadership can influence the realization of adaptive bureaucracy, researchers look at the extent to which the phenomena that apply in the general work environment where demands for adaptive organizations are increasingly emerging, but hopes for realizing agile leadership are sometimes hampered by policy rigidity. This obstacle is the focus of the purpose of this research. Because in the descriptive method, the phenomena that are reflected from the research results where the data are obtained directly from the research location are clearly described. As for the collection of descriptive data, statistics are used to analyze and describe the data that has been collected as it is without intending to make general conclusions or generalizations.

RESULTS AND DISCUSSION

Agile Leader

Leadership implies a joint effort in mobilizing the resources owned by an organization. Resources consisting of humans and tools called resources are usually classified into human resources and non-human resources where in an organization that consists of various elements of resources, humans are the main determinant of the movement of an organizational performance process.

In various concepts, the formation of each organization aims to realize common goals effectively and efficiently. Likewise government organizations that have a bureaucratic structure that needs to be organized in good leadership management. Because leadership is the core of management, initially in the theory of modern society, it is considered a god who can solve various problems faced. But of course it is different from leadership in the modern era which demands efforts to accelerate and change in responding to the challenges and various global issues being faced. Thus, every leader in carrying out his duties and functions effectively and efficiently is expected to have the ability and agility and speed in making decisions (Adrianto, 2019).

Related to this, citing the opinion of Rivai and Murni (2009) in his book "Education Management" that, the most appropriate type of leadership to lead a modern organization, has several characteristics including; 1) Always starting from a sense of equal rights and equal obligations as human beings; 2) Trying to synchronize organizational interests and goals with personal/subordinate interests and goals and; 3) Happy to receive suggestions, opinions and criticism. In other words, agile leaders must promote and facilitate a work environment where employees can thrive and allow them to take pride in their work. Agile leaders support their teams and guide them in conducting experiments. They create a safe environment where teams can learn from mistakes, experiment, and test (Brunner, 2005).

Changing times due to technological advances is one of the factors that change a person's leadership style. Many theories explain this conception of leadership. every leader certainly has a different leadership style depending on the environment and how he grows and develops. Therefore, the interesting side of discussing this leadership style is that it is closely related to human relations with humans. Contains elements of psychology because one of the internal factors of leadership style is about how the leader grows and develops.

Vuca era: volatility, uncertainty, complexity, and ambiguity

In an era that is completely uncertain because of the speed of changing times caused by scientific advances and very fast technological developments, it is one of the factors in changing a person's leadership style. Advances in science and technology have also made the times more complex and the challenges of adapting an organization will be even more complicated. This era is called the VUCA Era which is an era where changes are getting faster in every aspect of life caused by factors that cannot be controlled. One of the impacts of Vuca Era is that there are adjustments to things and the creation of updates and innovations that continue to grow rapidly (Mohanta, 2020).

Volatility, uncertainty, complexity, and ambiguity are abbreviated as VUCA. The geopolitical and business context often uses the term "VUCA" to refer to turbulent conditions (Haley M. Woznyj and Benjamin E. Baran, 2019). Volatility is a state of instability caused by sudden or surprising changes (Kail, 2010 in Jain 2019). The difficulty is uncertain, and the length is not always known (Bennett & Lemoine, 2014.). When an event is completely unpredictable or can be considered completely unexpected, there is uncertainty. Complexity Complexity is a situation when an organization is faced with protracted, complicated, and interconnected problems. The complexity of the problems faced by organizations in the Vuca Era certainly cannot be overcome if the organization is not led by a visionary and willing to innovate.

Police Challenges in the Vuca Era

From what the writer found in the field, the writer observes that some of the obstacles in creating an adaptive bureaucracy in order to face the current vuca era are leadership that is too rigid because it is bound by regulations that limit the space for making rapid changes. This is certainly contrary to the characteristics of agile leadership where a leader in running an organization is expected to be more flexible, able to build a team, have competence and move quickly to deal with problems. With these abilities, a leader will find it easier to coordinate in improving team performance to be more productive and directing the team to focus on the organizational vision, in this context, is the vision of the Presisi Polri, as has become the jargon of the Head of the Indonesian National Police.

After the Covid-19 pandemic, people have been faced with adapting new habits which culturally and structurally help cut the bureaucracy that is convoluted, complicated and seems complicated to become an adaptive bureaucracy in order to provide services that are faster, easier, more practical and responsive. However, this hope is constrained by the fact that not all human resources have the appropriate capacity to welcome globalization in the era of the industrial revolution 4.0 where procedures, procedures and work systems are all digital where work systems are completely online, data integration and various utilization of application systems that change governance services. in government management. As stated by Klaus Schwab, one of the executors and experts in world economic policy, that the 4.0 revolution has brought speed, breadth and depth of systematic impact on countries, society, industry and companies. Likewise, the systemic impact of inequality as the biggest challenge will also emerge.

This systemic impact can also be interpreted as a good influence on the order of values, world economic growth as well as the type and nature of a job, which if associated with business influences consumer demands for the quality of a product while in the government bureaucratic order it is closely related to how the performance of the apparatus in providing the best service to society. Therefore an adaptive bureaucracy is inseparable from the role of a leader who has the ability to be fast, innovative and proactive in influencing the people he leads.

In governance, especially in this era of change, the bureaucracy must be able to reposition itself in responding to public demands that all want to be fast and certain so that they don't become obsolete. The obstacles faced in realizing all of this are, there is still a clash of desires and performance efforts with an out-of-the-box perspective due to the rigidity that binds when a leader participates in managing technical matters which are the potential for developing innovative and adaptive outputs that must be understood by a leader to give freedom to those he leads. As Neo and Chen (2007) argue, "A leader is someone who brings adaptive change, not technical. He made changes that were challenging and disruptive status quo and he has to convince the angry people that the change is for their own good and the good.

In this case, it can be seen that in order to achieve an adaptive bureaucracy, it must be oriented towards a flexible and result-oriented work structure as generally the demands of the public are getting bigger. Because in an era of complete uncertainty, especially after Covid-19 which was followed by demands for technological developments which disrupted all aspects of human life, organizations can no longer be confined by rigid bureaucracy due to the application of regulations, procedures, hierarchies and controls as the basis of Weberian bureaucracy (Chang, 2007). As is well known, the Weberian bureaucratic model is hierarchical and concentrated, where decision-making power rests with the top leadership, so decision-making becomes slow, which in terms of experts is called time-lag or decision-making delay, where there is a delay between the formulation of a policy and its implementation (Jovanovski and Muric 2019).

The police bureaucracy must of course be oriented towards community satisfaction. If this is explored in more depth, it is found that there is a public view that there is a very different police service. Analysis of the results of the discussion illustrates that it is very different from police services. If you have acquaintances, things will go smoothly, but if there are no acquaintances, you just have to sit quietly until the business is finished.

This view is certainly contrary to the rules of service which explain that the police in providing services must heed social ethics. Therefore, improving performance and enhancing the work culture of the Police cannot be separated from the participation of the community. It is the community that provides input on complaints and experiences that have been experienced after receiving services by the police and evaluates the performance of the police. The ideal police officer is a person who serves the organization and the state in the sense of improving performance.

Professional public services require technical competence, these competencies make it effective and efficient which leads to value. In public service, weak ethical behavior or weak behavior that is not in accordance with the norms can weaken the police institution and have the effect of reducing public trust in the police. The value system can be seen in the ethics of the police profession, which is a reference for police officers in acting, knowing that actions are based on norms as a starting point in taking wise steps and decisions without exception. Regulation of the Head of the National Police of the Republic of Indonesia number 6 of 2006 concerning the Police Professional Code of Ethics in Article 1 Paragraph (2) states that the Polri Professional Code of Ethics are norms or rules which form a unified ethical or philosophical foundation with rules of conduct and speech regarding matters -things that are required, prohibited, or inappropriate by members of the Police. In Article 1 paragraph (3) it also explains the professional ethics of the Police is the crystallization of Tribrata and Catur Prasetya values which are based on and imbued with Pancasila and reflect the identity of every member of the Police in the form and reflect the identity of every member of the Police in the form of moral commitment which includes ethics personality, state, institutions, and relations with society.

The system of values and local cultural norms in the local area is in the form of local terms that have their own meaning and purpose, which concerns the system of local values and norms adopted by the community such as ethics of decency, self-esteem, honesty, consistency and not discriminating between one another. other. This is the basis for acting and behaving. In the Police Professional Code of Ethics book concerning social ethics which has been explained in the first chapter, the police in providing services must respect local culture in the sense of practicing and applying local values and wisdom in serving the community. The police may not make exceptions or favoritism in providing services. In solving problems, the Police are careful and scrupulous in taking a policy by discussing the root cause and effect of the problem and looking for the best way to achieve peace with each other without leaving legal procedures.

Police must be professional based on work culture, values and norms in accordance with police professional ethics. The police as a subject in providing services and the community as the object of service recipients. The police institution must establish a kind of reciprocal relationship mechanism between the police officers and the community, so that the public can contribute their thoughts in the form of opinions towards the police and vice versa. The police make a positive contribution (impact) to society in dealing with various problems.

Agile Leader Solutions Facing the Vuca Era

This leader factor will lead to work motivation, where according to Dessler (2009) theoretically motivation is formed because humans have categories of basic needs such as physiological needs, a sense of security, social, ego, and self-actualization. These needs form a hierarchy and each will be active if the lower needs have been fulfilled. Physiological needs

are basic needs such as the need for food, drink, shelter and the like. The need for security is a need that arises after basic needs are met, for example the need for security guarantees.

The view of Engelbrecht (2017) is that giving encouragement as a form of motivation is important to do to increase employee morale so that members of the Police can achieve the results desired by the National Police leadership. The relationship between motivation, work passion and optimal results has a linear form in the sense that by providing good work motivation, the work enthusiasm of members will increase and work results will be optimal in accordance with established performance standards.

The leadership model becomes an important thing to formulate starting from understanding the characteristics of the type of leadership, as explained by Rivai and Murni (2009) "that the most appropriate type of leadership to lead modern organizations has several characteristics including: 1) Always starting from a sense of equality and equality obligations as human beings; 2) Trying to synchronize organizational interests and goals with personal/subordinate interests and goals and; 3) Happy to receive suggestions, opinions and criticism.

Based on the three characteristics of leadership and the current conditions that demand speed and accuracy, agile or agile and agile leadership must promote and facilitate a work environment where police officers can develop and enable them to take pride in their work. Of course this is guided by the rules and norms adopted or established. Agile leaders support police officers and guide police officers in carrying out experiments. Agile leadership can lead to a more adaptive policing in order to respond to the challenges of the uncertain Vuca era.

CONCLUSION

Indeed, agile leadership or faire leadership in the context of creating an adaptive bureaucracy in the Vuca era cannot be separated from the concept of Agile Governance which is described as a government that is agile, fast and proactive in simplifying bureaucracy. An adaptive bureaucracy is created from leadership that has the spirit of agility, namely someone who is smart, agile and proactive in dealing with problems and change, prioritizes collaboration rather than just governing, is able to build a team and has qualified competence as a leader. This form of leadership will certainly be more productive in forming an adaptive bureaucracy in responding to global challenges. So that the Weberian bureaucracy tends to be slow, hierarchical decision-making and concentrated on top management decisions no longer occurs. Because adaptive bureaucracy must be able to avoid old habits as a result of blocking the desire to change which has an impact on time-lag performance output or decision making delay where there is a lag between the formulation of a policy and its implementation. Agile leadership can become a leadership model in the Indonesian police in order to make the services provided more adaptive in the current Vuca era.

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