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THE URGENCY OF AGILE LEADERSHIP SKILLS FOR POLITICAL ORGANIZATION CADRES IN CREATING QUALITY LEADERS IN A DISRUPTIVE ERA

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ABSTRACT

This research is aimed at answering the questions of whether political organization cadres have agile leadership skills, and what strategies political organizations should implement so that their cadres have agile leadership skills. Data collection was carried out through in-depth interviews with 11 informants consisting of political party cadres and political observers. The research results show that there are still many PAN political party cadres who do not have agile leadership. This is in accordance with the results of interviews and documentation analysis that quite a lot of cases occurred as a result of the lack of agile leadership skills of party cadres, namely corruption, drug problems and online gambling problems. The leadership quality of these party cadres must be improved through character building training so that each can become an agile leader.

Keywords: Agile Leadership Skills, Political Organization, Disruptive Era

INTRODUCTION

Leadership is an eternal human and humanitarian issue, because it is the leader who will ultimately determine whether a nation becomes great or small (Allen in Nugroho, 2008: 582). In the context of public leadership, officials who come from political parties, or who come from professionals, are often unable to separate personal (political party) interests from the interests of society at large. So, there is confusion when officials address a public problem, whether a leader is carrying out his duty of service to society or from political interests.

National leadership cadre formation must not only be prepared by looking at aspects of a citizen's right to vote and be elected, but must be able to accommodate the democratic development process by encouraging the growth of strong and professional political parties as institutional political organizations that will produce a cadre of national leaders among civilians. Both must be built, namely strong political parties and mature civil leadership cadres simultaneously without being separated from one another so that the democracy implemented in this country increasingly contributes to the development of the political system.

According to Tead (in Kartono, 1994: 51), leadership cadre formation is the process of preparing someone to become a successor leader in the future who will assume important and large responsibilities within an organization. Therefore, this leadership cadre process refers more to a process of moving a group of people towards a predetermined goal without any coercion. Leadership and cadre formation are two interrelated things in organizational development. Cadre formation is also very important in an organization because cadre formation is a form of effort to support the formation of personality integrity and the ability to mobilize other people intensively so that they can prepare them to become leaders in the future. Our leadership cadre formation is still like what is happening now, where we only look at the aspect of a citizen's right to vote and be elected, without on the other hand considering the democratic development process by building strong and professional political parties as political organizations, then the faces of political leaders

will adorn the realm of national leadership. those who come from political parties in this country will become increasingly difficult to define. The era of disruption has significant implications for leadership at all levels. Leaders must be able to anticipate, respond to, and exploit disruptive forces to create value and achieve their goals. Leaders must also be able to lead change and transformation within their organizations and teams, as well as across their ecosystems and networks.

Agile leadership can guide teams continuously to influence the behavior of their members by defining, disseminating, and maintaining the organizational vision (Perker, Holesgrove, & Pathak, 2015). An agile organization will be more focused and obsessed with providing value to its customers by having a clear view of the customer. Their work will also add value to customers (Denning, 2018). Today's fast-paced work environment and leadership agility are key in influencing others and making desired changes (Sanatigar, Peikani, & Gholamzadeh, 2017); (Marques, 2018). Agile leadership enables alignment of strategy execution, quickly articulating and building strategy into business logic options, and information system infrastructure and processes. Applying agile leadership at work can have a positive impact. This is seen from the view of a broad and active society based on the belief in honesty and good strategy (Marques, 2018); (Giang, 2015).

But unfortunately, what is happening currently in political organizations is that they prioritize only cadres who have popularity and money. Cadres with these abilities will be a priority for the organization to recruit them and nominate them to become legislative members. When criticized regarding this matter, they can easily say that number one popularity and money, knowledge, competence and leadership ability can be upgraded with training. However, they forget one thing, that the educational background, experience, profession and culture of the cadres are different, so training may not necessarily be the right solution. As a result, political parties fail to produce the leaders they need, while leaders who have quality seeds as leaders of community organizations are forced to follow an 'allocative' logic, which then slowly but surely loses its authority. In fact, democracy must be led, and must not develop into an arena of pragmatism 'as long as you win' or 'as long as you have money' for the sake of the interests of certain individuals or groups.

One party that is quite large in Indonesia is the Partai Amanat Nasional (National Mandate Party / PAN). This party was founded by Amien Rais on August 23 1998 based on the approval of the Ministry of Justice and Human Rights No. M-20.UM.06.08 date 27 August 2003. The current General Chair is Zulkifli Hasan. PAN is said to be the party which has recruited the most public figures who want to enter the world of Politics. Even though the party claims that the only recruit intelligent public figures and not just anyone who is popular, in reality, many public figures do not have any achievements but their faces are often seen in the party's campaigns.

This research is aimed at answering the question of whether political organization cadres have agile leadership skills, and what strategies political organizations should implement so that their cadres have agile leadership skills.

LITERATURE REVIEW

Definition of Agile Leadership

According to Joiner (2019), agile leadership is a leader's ability to make wise and effective decisions in a complex, volatile and rapidly changing environment. Agile leadership is the ability to learn new leadership styles and flexibly replace traditional leadership in an effort to quickly respond to dynamic and changing circumstances (Meyer & Meijers, 2017). Agile leadership is more about embracing flexible, adaptive strategies based on external and internal changes in creating experiences connected to value among all stakeholders (Chatwani, 2019).

Agile leaders have the mental ability to analyze and understand the complexity of problems and use a broader perspective to draw the lines between these things. Leaders like this in the decision-making process are able to take advantage of other people's views that conflict with their own and listen to advice from experts on issues where they are lagging behind. Therefore, agile leadership requires self-assessment, awareness, understanding of one's weaknesses and strengths, and impact a person's behavior towards other people (Skinner et al., 2016). Agile leaders reject the principle of the chain of command, inspire others, show empathy for others, practice co-management, regularly communicate and reinforce a shared vision and continually seek the development of employees, the organization and society as a whole (Medinilla, 2013).

Leaders are one of the success factors for an organization in achieving its goals. In the current era where unexpected changes occur, an agile leader is needed to solve problems and find the best solutions. Agile leadership can guide teams continuously to influence the behavior of their members by defining, disseminating, and maintaining the organizational vision (Perker, Holesgrove, & Pathak, 2015). Agility is a key skill for managers today. An agile manager will have many skills with flexibility and speed that can facilitate the organization's achievement of success in facing current challenges (Buhler, 2010).

In conclusion, agile leadership is leadership that can guide a team and continuously influence team behavior to always provide value to customers. Many skills with flexibility and speed can facilitate the achievement of greater organizational success and keep companies ready to face the challenges of today's world. According to previous research results, an organization will likely move towards having greater agility capabilities, if there are leaders who will use a far-reaching and strategic perspective to make the best decisions at the best time. Leaders will employ the best goal setting and planning. by using one's own initiative, awareness and applying modern scientific methods related to work, in an environment full of ambiguity and uncertainty (Sanatigar, Peikani, & Gholamzadeh, 2017).

Dexterity is used as a substitute for the term agility. Prange (2016) argues that changes in work priorities, transformation of employment contracts, project-based affiliation systems that replace permanent affiliations, and structural hierarchies that become less important than talent pools are some of the exogenous causes that pushed the concept of agility to become a buzz word in the realm of science. management. The dimensions to measure agile leadership are (1) shared responsibility and accountability, (2) effective in recognizing problems and making decisions, (3) adaptive systems, (4) sustainable creation of new businesses, (5) collaboration and nurturing, (6) innovation and creativity, and (7) flexible structure (Perker, Holesgrove, & Pathak, 2015); (Gardner, Avolio, & Walumbwa, 2005); (Denning, 2018); (Sanatigar, Peikani, & Gholamzadeh, 2017).

A study conducted by Joiner and Joseph (2007) shows that there are four main competencies possessed by Agile leaders who are successful in conditions of disruption. The four competencies are: Goal setting agility, Stakeholder agility, Creative agility, and Self leadership agility.

Figure1
Agile Leadership Competences

| Context Setting Agility |
| Stakeholder Agility |
| Creative Agility |
| Self Leadership Agility |
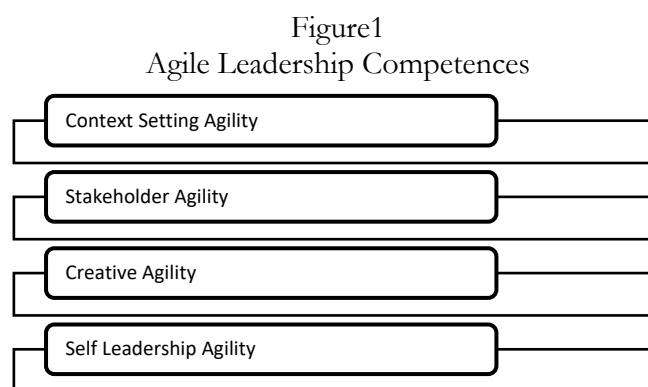
Source: Joiner & Joseph (2007)

1) Context-setting agility, which refers to the ability of an agile leader to use a broader perspective to predict significant changes that may occur in both the short and long term and determine the decisions that will be taken to achieve the desired results,

2) Stakeholder agility, namely the ability of a leader to identify stakeholders consisting of internal and external stakeholders. For political organizations, internal stakeholders are fellow members of the organization, relationships with the organization at the center, in branches, in different regions, and relationships with organizational cadres. Meanwhile external stakeholders are the government, other political organizations, members of parliament and the wider community,

3) Creative agility. Requires the ability of a leader to identify new opportunities and optimize creativity to be able to think of new and better programs, find the root of problems and think about and execute solutions well and correctly,

4) Self-leadership agility. Competencies that an agile leader must possess in order to effectively lead others towards the organization's vision. Leaders with this ability have skills in interpersonal communication, high work motivation, self-management, self-discipline, and self-awareness.

Meanwhile, according to research by Hemme et al. (Hemme, Bowers, & Todd, 2018), readiness to change needs clear handling from the start. It also requires confidence that the change will produce something significant for the organization. Readiness for change influences an organization's engagement and dynamic capabilities (Ulusan, McCreery, & Rothenberg, 2018); (Vakola, 2014).

Era of Disruption
Disruption is an innovation or threat that will replace all old systems with new methods or systems. Disruption replaces old physical technology with digital technology which produces something completely new and more efficient and more useful (Kasali, 2017: 34). This era of disruption is a phenomenon when society shifts activities that were originally carried out in the real world, to the virtual world. This phenomenon develops due to changes in business world patterns. This era of disruption can occur due to developments in communication technology, the emergence of the millennial generation, the need for an exponential mindset, corporate mindset, disruptive business models, and the era of the internet of things. Cragun & Sweetman (2016) identified five triggers for waves of disruption that occurred since 1980. It was recorded that up to 2015, there had been around 20 episodes of shock which were divided into five categories of causes, namely: (1) Technology (especially IT), (2) Management Theory (new methods of managing human resources, leadership, production and business), (3) Economic Events (role of the state, central banks, supply-demand fluctuations), (4) Global Competitiveness, and (5) Geopolitics (tensions between regions).

According to Christensen et al. (2018), disruption is replacing the 'old market' of industry and technology, and producing a new one that is more efficient and comprehensive. It is both destructive and creative. Destructive, because the old one is out of date, even causing shocks. Creative, because on the other hand, creative innovation creates new things that are more efficient and comprehensive.

METHOD

This is a qualitative research with a case study approach. The case study research method is a type of research that can answer several issues or objects regarding a phenomenon, especially in the branch of social science. When viewed from its purpose, case studies are a qualitative research

method that is based on human understanding and behavior based on differences in values, beliefs and scientific theory (Polit & Beck, 2004; Borbasi 2004). Yin (2003) also defines a case study as a method for conducting research on phenomena that occur with a focus on a person's life experience (real life context), when there is a gap between the phenomenon and the existing context, or when using multiple sources of evidence (Borbasi, 2004).

Data collection was carried out by in-depth interviews. Kriyantono (2020, p. 291-293) in-depth interviews are a way of collecting data and information that is carried out face to face with informants in order to obtain complete and in-depth data. In this research, researchers interviewed 11 informants consisting of 10 PAN (National Mandate Party) cadres and 1 political observer. The selection of informants was carried out based on purposive sampling. Purposive sampling is a technique for determining samples with certain considerations (Sugiyono, 2018). In this research, researchers interviewed PAN cadres with the criteria of having been members for more than 3 years. Apart from that, data collection was also carried out through documentation analysis. The documents used include journal reports, news related to politics and political party cadres.

This research analysis was carried out using the case study analysis technique from Miles and Huberman (2019). Qualitative research data, data obtained from various sources, using various data collection techniques (triangulation) and carried out continuously, results in very high data variations. The data analysis technique used by the research uses the Miles and Huberman model. According to Miles and Huberman in Sugiyono's book (2018:246), data analysis in qualitative research is carried out during data collection and after data collection has been completed within a certain period. Miles and Huberman offer a general pattern of analysis following an interactive model, namely: (a) Data reduction, (b) Data display, (c) Conclusion drawing. Data reduction is summarizing, selecting the main things, focusing on important things that are appropriate to the research topic, looking for themes and patterns, ultimately providing a clearer picture and making it easier to carry out further data collection. In qualitative research, data presentation can be done in the form of tables, graphs, flowcharts, pictograms and the like. By presenting this data, the data can be organized, arranged in a relationship pattern, so that it is easy to understand. The final step in analyzing qualitative research is drawing conclusions. According to Sugiyono (2018:252-253) conclusions in qualitative research can answer the problem formulation that was formulated from the start, but maybe not, because as has been stated, problems and problem formulation in qualitative research are still temporary and will develop after the research is in the field.

RESULTS AND DISCUSSION

In this study, researchers interviewed 10 PAN cadres who had been members for more than 5 years. Researchers use the Agile Leadership competency concept from Joiner & Joseph (2007), namely Context Setting Agility, Stakeholders Agility, Creative Agility, and Self Leadership Agility.

1. **Context Setting Agility**

   Judging from the context of agility setting, the young PAN cadres do not yet show their abilities. This can be seen from how they talk. They do not show that they are visionary people. Some of them even do not have adequate educational background. Regarding education, it is actually not a problem as long as the person concerned has competence, but if not, this will have bad consequences not only for the party concerned but even more so for the condition of the Indonesian state, which is led by a leader who does not have sufficient vision and knowledge. The ability in context setting agility is also reflected in how cadres are able to see various changes that occur suddenly. Many party cadres do not have visible leadership qualities, and do not even have the spirit of leadership.

   This can be seen from the cadres who have now become regional heads or members of parliament. In 2019, 3 PAN cadres who had become governors were affected by corruption cases. They do not think about the future of the people, and what steps should be taken to save the people if sudden changes occur. They are too busy thinking about themselves, their family

and group, so they don't think about learning and improving the leadership qualities. In 2019, Indonesia Corruption Watch (ICW) recorded that 254 members of the Council were suspected of corruption during 2014-2019. Of this number, 22 of them are members of the House of Repesentatives. Of the 22 members named as suspects. ICW noted that there were 3 cadres from PAN, and all three had served as governors. This is a portrait of the leadership crisis of party cadres. It all comes back to what the initial goal of entering politics was for, and before applying to become party members, whether the cadres were able to measure themselves regarding their competence. A visionary leader must understand the external environment and have the ability to react appropriately to all threats and opportunities (Burt Nanus, 1992).

2. Stakeholder Agility

Judging from the stakeholder agility aspect, political organization cadres still do not have this aspect. Stakeholder agility concerns internal stakeholders and external stakeholders. Internal stakeholders consist of fellow members of the organization, relationships with the organization at the center, in branches, in different regions, and relationships with organizational cadres. Meanwhile, external stakeholders are the government, other political organizations, members of parliament and the wider community. In relation to internal stakeholders, relations between stakeholders are not always good. PAN recruits many public figures who are not only artists, both singers and film actors, but also people who are going viral with various news, including controversial ones. It is not surprising that the public considers that the PAN political party only recruits people with popularity in order to win contests, regardless of whether popularity is gained based on achievements or controversy. Apart from that, party cadres do not appear to lack empathy for the people.

In Indonesia there are currently 74,961 villages, while sub-districts have reached 8,506 sub-districts. There are still many damaged roads that have not been repaired. Not to mention the bridge is in a worrying condition, making it very difficult for children to go to school. Not to mention the hedonistic lifestyle of village heads who do not have empathy for their residents who are in difficulty, and many still live below the poverty line. With substandard performance like this, the village head shamelessly asked for his term of office to be extended. This shows that they have no sense of empathy. Relationships between cadres and stakeholders must be established through good communication. Dubrin (2004) advises leaders to be able to solve problems, namely, to be sensitive to the environment, to show respect for staff; for example, speaking slowly and clearly, continuing to learn the culture and customs of the staff which is useful for avoiding race.

3. Creative Agility

Judging from the aspect of creative agility, many PAN political party cadres still do not have it. Leaders who already have creative agility are leaders who already have a concept for the area they lead, both in the short and long term. The cadres who have become regional heads have not shown their ability to explore what their region has and develop it into something unique. Each region should explore its uniqueness and create something unique and interesting that is characteristic of that region. This can only be realized if the village head who is a party cadre is someone who has creative agility.

Likewise, cadres who are members of parliament. Many public figures cannot demonstrate their ability to solve a problem. Most of them don't even have good public speaking skills. When they became members of parliament, they were mostly silent, their voices were not heard. Never gives his opinion. Even though a member of parliament's struggle for the people is visible when he speaks. A leader must have the will and ability to innovate with a commitment to maintaining stability in spreading a culture of innovation within local government (Anas &

Abdullah, 2021). Leaders must be able to demonstrate efforts to renew and improve all areas so that they can influence or direct people to make these efforts (Kusuma, 2017).

4. Self Leadership Agility

Until now, there are still many party cadres who behave badly. They are often absent from parliamentary meetings where people's problems are discussed. This shows that they do not have high discipline and are unable to lead themselves. Another case is that when they become regional leaders, they are unable to empower their community to be involved in various activities that are to develop the community's economy, so that there is no visible development in their village, or if there is, development is progressing very slowly. This lack of self-leadership agility can also be seen from the inability of the political party cadres when a prospective legislative candidate was involved in a narcotics case and was arrested by the police, but his candidacy was still accommodated by the PAN party. Even in December 2023, a female PAN cadre in Central Lombok was arrested for a methamphetamine party with her colleague. Even more worrying, a cadre who had been fired from another party for playing slot gambling during a parliamentary meeting was apparently accepted by the PAN party.

The cases above are examples that there are still many political party cadres who are not able to behave according to norms and ethics. This also shows that they are not yet able to lead themselves. Character is a key determinant in the success of an organization. This is in line with the opinion of Kartono (2010), who states that leaders have their own unique, distinctive characteristics, habits, temperament, disposition and personality so that their behavior and style differentiates them from other people. This lifestyle will color his behavior and type of leadership. Hoy & Miskel (2013:427) state: "We define leadership broadly as a social process in which an individual or a group influences behavior toward a shared goal."

The results of interviews with political observers obtained data and information that every political party should improve the quality of its cadres. Considering that we are currently in an era of disruption, everyone must have the ability to face very rapid changes. Improving the quality of cadres is not difficult if there is a will. First, it must start from the recruitment system. Political parties must be more selective. Don't just accept cadres who have popularity without adequate knowledge and competence, and most importantly, they must have good character and personality. Don't just be good when campaigning, but after being elected, the people don't pay attention. Political parties generally only think about winning and not the quality of their human resource leadership. Apart from the recruitment system, what must be improved is the training program. So far, political parties often provide training with material related to national insight, Pancasila, the party's vision and mission, and political education, but never or very rarely provide training related to character building and self-management, such as interpersonal communication, critical and creative thinking, public speaking, morals and ethics, and of course agile leadership. This training is very important for every political party to carry out in order to produce agile leaders.

CONCLUSION

The results of this research show that there are still many PAN political party cadres who do not have agile leadership. In general, they just want to get the title of politician, then pursue their dream of becoming leaders in their region. However, after getting what they want, they do not carry out their duties as leaders well. This also happens to young cadres who have been elected as members of parliament. Aspects of agile leadership in him are not visible. Many cases occur as a result of the absence of agile leadership skills, namely context setting agility, stakeholder agility, creative agility and self-leadership agility. Therefore, the quality of political party cadres must be improved through training, especially on materials related to behavior change and character development such as self-management, interpersonal communication, critical and creative thinking, public speaking, morals and ethics, and of course agile leadership. For future research,

the researcher suggests that research be carried out regarding the training process for party cadres with a different approach.

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