

Enhancing Motivation and Innovation Leadership To Improve The Performance of The Indonesian National Police

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Abstract

The rapid advancement of technology during the periods of the Industrial Revolution 4.0, Society 5.0, and Policing 5.0 has resulted in indistinct shifts that diverge from previously recognized patterns, thus necessitating innovative leadership approaches. A notable deficiency in self-motivation has contributed to subpar performance. As of 2016, a significant number of Indonesian National Police personnel were implicated in disciplinary infringements, breaches of ethical standards, and even criminal transgressions. Specifically, in that year, 6,662 cases of disciplinary infractions were recorded, with 2,772 subsequently addressed. Moreover, transgressions against the professional ethics of the Indonesian National Police saw an escalation from 1,041 cases in 2015 to 1,671 in 2016. The objective of the present research is to discern and evaluate the influences of motivational enhancement and innovative leadership on the performance of the Indonesian National Police. The study employs a qualitative paradigm, drawing insights from a case study-oriented literary analysis. It is discerned that in addressing internal shifts in the Indonesian National Police, there is an imperative to bolster motivation and cultivate innovative leadership in order to attain exceptional, efficacious, and competitive outcomes. Pioneering leaders deploy diverse strategies to guide and inspire their teams, fostering active participation and collaboration towards the realization of organizational goals and peak performance. Given the evolving dynamics within the Indonesian National Police, a leader's role transcends mere adaptation to external innovative trends; truly effective leaders position their institutions as benchmarks for peers. An implication of contemporary advancements is the emergence of more intricate criminal modalities, pressing the Indonesian National Police to evolve in tandem. Concurrent with the digital age, there has been a heightened national cognizance of the need to rectify disparities and rejuvenate standards, driving a transition towards a society that is dynamic, forward-thinking, and technologically proficient.

Keywords: Indonesian National Police, Police, Motivation, Performance, Innovation Leadership.

A. INTRODUCTION

In the context of contemporary digital globalization, leadership paradigms must evolve in accordance with environmental progressions. Furthermore, leadership challenges can be delineated into three categories: routine alterations, developmental shifts, and intrinsic innovation. Navigating these changes is inherently complex. A pertinent metric of an individual's leadership prowess lies in their proficiency in orchestrating such transitions. This aptitude holds significance, given the contemporary expectation for leaders to actively guide and shape environmental

adaptations. Intrinsic to leadership is an individual's capability to exert influence, compelling others to align with their directives. This influence is cultivated from five foundational sources of power: reward-based, coercive, legitimacy-derived, appointment-based, and that emanating from competence and consistency, the latter being more nuanced in its visibility. Given these dynamics, it becomes imperative for organizational leaders to embrace innovative thought processes. This is especially crucial in anticipating and navigating the myriad challenges of an increasingly unpredictable future landscape.

During the progression of the Industrial Revolution 4.0, Society 5.0, and Policing 5.0, technological advancements accelerated, leading to ambiguities in developmental trajectories. This evolution deviated from conventional paradigms, necessitating the adoption of novel leadership modalities, ensuring stability in services helmed by innovative leaders (Bessonova & Gonchar, 2017; Dietrich, et. al., 2016). As the epoch of globalization advanced, the onset of the 21st century witnessed the proliferation of advanced technologies, emblematic of heightened global competitiveness across various domains. These transformations have permeated virtually all life sectors, notably within public organizations and are notably influenced by leadership dynamics (Thapa, et. al., 2016; Demircioglu & Audretsch, 2017). Concurrently, the cognizance of an innovative leader significantly impacts numerous life facets, most prominently in the domain of decision-making.

A hallmark of a robust organization is the leadership's dedication to equilibrating team outcomes, where team members strive for peak performance (Alexandri, 2019; Haryono, Supardi, & Udin, 2020). Amid escalating and multifaceted alterations, there's an anticipation for the Indonesian National Police Institution to bolster its managerial prowess. Such enhancement aids in preempting both imminent and protracted transformations, facilitated by the foundational principles and distinctive traits of the Institution, which in turn dictate rule formulations, impacting member attitudes and behaviors (Dong, et. al., 2019). A salient strategy to preclude unforeseen challenges is the augmentation of human resources, which occupy a pivotal position within the organization. It underscores the human component's essential role in propelling mission accomplishments (Habtoor, 2016).

However, numerous entities fall short of achieving the envisaged optimal work productivity. This shortfall is discernible through multiple perspectives, particularly the Indonesian National Police members. A deficient self-motivation is detrimental, culminating in suboptimal outputs (Fischer, Malycha, & Schafmann, 2019). Conversely, reward systems, compensatory issues, and organizational culture stand as motivation reservoirs for enhancing police performance. Factors such as organizational support perception, work milieu, and leadership paradigms deeply influence a police officer's motivation, particularly when the Indonesian police's performance often lands under scrutiny. Although the Indonesian National Police

spearheads law enforcement, their tangible performance often finds itself under societal examination. Remarkably, in 2016, myriad officers were implicated in disciplinary, ethical, and even criminal breaches. In specific numbers, 2016 saw 6,662 disciplinary cases, of which 2,772 reached resolution. Furthermore, the professional ethics violations in the same year marked an escalation from 1,041 in 2015 to 1,671.

While punitive actions spanned from reprimands to dishonorable discharges, 35,727 police personnel garnered accolades, including commendations and high distinctions such as promotions and advanced educational opportunities. Mayastinasari & Suseno (2020) posit that performance downturns in crime resolution correlate with leadership, integrity, and member satisfaction dynamics. Public critiques of the Indonesian National Police, stemming from perceived performance lapses, highlight societal dissatisfaction. However, in response to such critiques, the police institution generally showcases resilience, viewing the feedback as formative, propelling them towards enhancement. Still, internal revamps haven't effaced the public's concerns regarding the performance of the Indonesian National Police (Kuncoro, Tunas, & Wibowo, 2019).

The service efficacy of the Indonesian National Police to the public is perceived to be suboptimal. Inherently, individuals are perennially besieged by a myriad of needs; however, not all these exigencies possess the potency to spur actions at specific moments. For leaders to sculpt individuals' attitudes and behaviors towards desired outcomes, it's imperative to comprehend, from a psychological standpoint, the intrinsic and extrinsic catalysts that kindle a person's work enthusiasm. Such inclinations are often propelled by emotions, aspirations, and the quest to satisfy particular needs arising from compelling stimuli (Pancasila, Haryono, & Sulisty, 2020). As postulated by Ryan & Deci (2017), a need transforms into a driving force when its intensity reaches a certain threshold. The satiation of these needs is invariably governed by an underlying motive or, put differently, motivation acts as a manifestation of an underlying need's fulfillment. This research aims to discern and scrutinize the enhancement of motivation and the role of innovative leadership in bolstering the performance of the Indonesian National Police.

B. LITERATURE REVIEW

1. Motivation

In organizational dynamics, instilling motivation stands paramount. Motivation emanates from the intricate interplay of individual human motives, encapsulating three primary components: needs, drives, and goals. This impetus encourages organizational members to willingly harness their proficiencies and allocate time towards discharging their responsibilities and duties, all in the pursuit of pre-established organizational objectives (Pihlajamaa, 2017). As articulated by Riyanto, Sutrisno, & Ali (2017), leaders primarily endeavor to motivate subordinates to bolster their performance, aligning it with the broader organizational vision. Such motivational underpinnings serve to invigorate an individual's work zeal, fostering a

collaborative and cohesive approach towards realizing organizational targets (Bolderdijk, Brouwer & Cornelissen, 2018).

Motivation, as delineated by Alexandri (2019), is a conduit where underlying needs galvanize an individual into actions directed at goal attainment. Bergendahl, Magnusson & Björk (2015) posit that discernible markers of elevated work motivation encompass traits such as employee discipline, a robust imaginative prowess, unwavering self-assuredness, resilience under duress, and a steadfast sense of responsibility in task execution. Holistically, work motivation stands as an essential cornerstone for both employees and leadership alike. Elevated motivation levels invigorate task execution with vigor and fervor, thereby ensuring outcomes that are not only optimal but also aid in achieving objectives with efficacy and efficiency. Intrinsically, motivation remains intertwined with performance, underscoring that exemplary performance is contingent upon a confluence of robust work motivation, adeptness, and skillset (Dong, et. al., 2019).

2. Innovation Leadership

Leadership is a related influence between leaders and followers in an effort to motivate people to achieve a goal (Jdetawy, 2018). In order for an organization to run effectively, an innovative leader must carry out two main functions, namely the task-oriented function and the group maintenance function (Wikaningrum, Udin, & Yuniawan, 2018). According to Sulistiyani, Udin, & Rahardja (2018), effective innovative leadership will involve the following three objectives:

- 1.) Task-centric orientation. This behavioral model places a paramount emphasis on task completion, efficient utilization of human resources and assets, and upholding systematic and dependable operations.
- 2.) Interpersonal relationship-centric orientation. This behavioral paradigm predominantly focuses on enhancing interpersonal relationships, fostering collaboration and team synergy, augmenting job contentment, and reinforcing allegiance to the organization.
- 3.) Change-centric orientation. This behavioral approach is chiefly dedicated to refining strategic decision-making, acclimating to external behavioral shifts, bolstering adaptability and innovation, instigating substantial alterations in processes, products, and services, and securing commitment towards transformative endeavors.

Stock, Zacharias, & Schnellbaecher (2017) showed three initial activities on leadership orientation in setting the context of change in innovation, namely:

- 1.) Leadership must describe the innovation strategy (innovation direction and decisions) and link it to the organization's strategy.
- 2.) Innovation must be aligned with the organization's strategy, including the selection of an innovation strategy.
- 3.) Leadership must describe who will benefit from increased innovation.

Leadership must ensure that innovation is an integral part of the organizational mentality (Palladan, Abdulkadir & Chong, 2016). Obviously, the innovation culture of an organization is important and is part of the organizational mentality (Reznickova & Zepeda, 2016). Leadership sometimes includes an innovation climate assessment to determine employee perceptions of how well innovation can be rooted in the organizational mentality (Semuel, Siagian, & Octavia, 2017). According to Radicic, et. al. (2016), understanding the perception of innovation as opposed to organizational goals and norms and culture related to innovation can be a barrier to innovation. A formal innovation strategy allows the joint consideration of product and process innovation which is important because process innovation is sometimes tied to product innovation as new products cannot be produced without a breakthrough being worked on (Ozorhon & Oral, 2017; Curado, Muñoz- Pascual, & Galende, 2018; Sergeeva & Zanello, 2018). Setiawan & Yuniarsih (2018) concluded that it is important to examine the orientation of an organization's innovation leadership and its innovation and the sources of innovation.

3. Performance of Indonesian National Police

Within organizational contexts, human capital represents invaluable assets, encompassing individuals whose well-being and growth necessitate organizational attention to foster optimal employee performance. This performance arises from their delineated responsibilities over specific durations (Naidoo & Sutherland, 2016; Beardwell & Thompson, 2017). As articulated by Montani, Odoardi, & Battistelli (2014) and Kinicki & Fugate (2015), performance encapsulates the quality and quantity of outcomes an individual achieves in executing duties corresponding to their designated responsibilities. Li & Ngo (2017) posit that performance epitomizes an employee's proficiency in fulfilling obligations and responsibilities, with an emphasis on enhancing work outcomes for organizational advancement. The Regulation of the Chief of the Indonesian National Police, delineated as Number 11 of 2012, defines performance as a systematic evaluation process, gauging the congruence between intended performance benchmarks and their actual realization.

Pertaining to the Indonesian National Police, performance metrics encompass: 1.) Leadership; 2.) Social Networks; 3.) Communication; 4.) Emotional Regulation; 5.) Change Advocacy; 6.) Integrity; 7.) Empathy; 8.) Administrative Proficiency; 9.) Creativity; and 10.) Autonomy. In executing their state-mandated roles of protection, security, and community service, the Indonesian National Police operate in synergy with the community. Given this integrated position, public perceptions substantially shape the institution's reputation as it fulfills its mandate—upholding public safety, enforcing legal provisions, and delivering protection and community service, ensuring security, peace, and comfort for the citizenry.

C. METHOD

The research methodology adopted in this study hinges on a literary review approach. Specifically, it involves an analytical examination of a diverse array of literature sources, encompassing books, documents, and academic journals that delve into the study of motivation and innovative leadership within the context of the Indonesian National Police. The research further integrates a case study analysis within a qualitative framework, underpinned by inductive reasoning. A distinctive feature of this investigation is its reliance on authentic data representations. The strategies for data collection encompass systematic observation coupled with targeted documentation. The adopted methodology for qualitative data scrutiny entails processes such as data reduction, visualization of data, and the affirmation of conclusions. In order to ascertain the reliability and authenticity of the amassed data, the research employs both source triangulation and methodological triangulation. As described by Miles, Huberman & Saldaña (2014), triangulation serves as a validation procedure, juxtaposing diverse data sources, methodologies (like observation and documentation), or theoretical perspectives to ensure the credibility and dependability of the resulting data.

D. RESULT AND DISCUSSION

1. Enhancement for Motivation on Performance of Indonesian National Police

Central to nation-building is the pivotal role of human capital. Human resources stand as the cornerstone upon which a nation's prosperity is built, evidenced by societies where individuals are educated, adept, disciplined, diligent, and manifest an unwavering work ethic, often witnessing significant advancements (Newstrom, 2014). A high caliber of human resources is characterized by elevated integrity and adeptness in fulfilling organizational roles, a concept that extends to the Indonesian National Police. The intrinsic quality of this institution is inherently intertwined with the societal values, attributes, and caliber of its citizenry. The overarching mission of the police is to fortify domestic tranquility, encompassing the realms of public safety, law and order, and the provision of community service, all underpinned by the Human Rights Law no. 12 of 2002 (Article 4).

The task of interfacing with the populace is arduous, obligating the police to shoulder the weighty responsibility of engendering societal trust—a feat demanding intricate communication, profound social engagement, and the dedication of every police officer (Dong, et. al., 2019). The public remains anticipatory of an enhanced role of the police as stalwart guardians, law enforcers, and community allies. Kuncoro, Tunas & Wibowo (2019) postulate that the metamorphosis of the Indonesian National Police is an ongoing journey, one that is geared towards forging a fortified identity, deep-rooting its vision and mission at every echelon, honing organizational efficiency, refining operational tools and facilities, and fostering an enduring culture of professionalism and ethics. These undertakings are pivotal in equipping the Indonesian National Police for a multifaceted future, dictated by the exigencies of a democratized society. Such bureaucratic transformations are essential in cultivating

Good Governance. The potency of motivation in bolstering workforce performance is instrumental in elevating enthusiasm and vigor, thereby catalyzing optimal individual contributions (Holbeche, 2018).

The Indonesian National Police institution has tried to increase the work motivation of its members by motivating as regulated in the Police Act and regulations applicable in the Police such as giving certificates to members who excel, giving members the right to choose the units they want to be based on their achievements. , such as choosing the place of duty he wants, and if the performance of the member is judged good by the leadership, he will get a position and promotion periodically one level above and receive training and education both formal and informal. The Indonesian National Police are required to have optimal work motivation so that they do not commit violations so that they can be role models for the community, and provide a sense of security because the community gets protection from the Police, where the roles, functions, and duties are very heavy and require strict discipline. tall.

When viewed from how many and complex the tasks as a soldier are, the work motivation factor is one of the factors that must always be developed for the sake of achieving peace and security of the nation and state. This motivation will be reflected in carrying out the tasks assigned by the State to him. In the aspect of discipline from employees, this work motivation problem can be seen from the lack of discipline from members of the Indonesian National Police which are manifested in the attitudes, behavior, or actions of Indonesian National Police members who carry out work activities that are not under agency work procedures, attitudes Those who don't fit tend to have late behavior in attending morning apples and even skipping apples an average of 1-2 times in 5 working days with the reason that they have to take their children to school and some argue that their home location is far from the office.

In the aspect of high imagination and combined power, members admit that they tend to be passive in providing ideas, when the leader gives the task of making innovation breakthroughs aimed at the advancement of the agency, members tend to be passive in responding to orders from the leader who admit that they often provide their ideas for the advancement of their agency. by making a breakthrough innovation that affects the progress of the institution. In the aspect of self-confidence, they tend to have low self-confidence, this is reflected when asked about the courage to take decision-making actions while in the field, members feel doubtful and even afraid of making a wrong step which then becomes a negative spotlight from the community. In the aspect of resistance to pressure, while working, they experience high work stress with the reason that the work given is too heavy because of the many online applications that must be operated by members on the sidelines of the main tasks they carry out to make reports increasingly demanding members to think again because not all members master technology. In the aspect of responsibility in carrying out work home from work earlier than the specified working hours with the reason of

picking up school children, coordinating with other agencies and there are also reasons to conduct investigations.

In addition, the presence of unscrupulous members of the Indonesian National Police who practice illegal levies in the field also indicates that these members have no responsibility in carrying out their duties. The Chief of the Indonesian National Police emphasized that its members must be professional, modern, and reliable so as to create an image that can be a role model for the community. Motivation needs to be raised so that members can carry out their best performance, members who do not have high motivation and discipline in doing their work will find it difficult to work well and tend to be irresponsible even though the member has good operational abilities (Bergendahl, Magnusson & Björk, 2015). Within the Indonesian National Police Institution environment, this is not an easy task because many police officers only get personal satisfaction from their work and have a sense of achievement and innovation that is not yet optimal.

2. Optimizing Innovation Leadership on Performance of Indonesian National Police

For innovation-driven leadership to be efficacious, it is imperative to channel the endeavors of all members towards the attainment of organizational objectives (Horkoff, Maiden, & Asboth, 2019). Absent leadership could engender a misalignment between individual aspirations and the overarching goals of the organization. Consequently, this misalignment could usher in scenarios where individuals prioritize personal ambitions, inadvertently compromising the organization's proficiency in realizing its designated aims. Leadership embodies a strategic methodology employed by leaders to steer organizational trajectories and model behavioral exemplars for their followers or subordinates (Soleas, 2020). When leaders manifest traits like empathy, articulate visions compellingly, exude robust self-assurance, bolster the organization's reputation, trust in subordinate capabilities, and democratize access opportunities, it culminates in heightened subordinate satisfaction (Wang & Huang, 2015).

Lerner & Wulf (2018) propound that exemplary innovative leaders consistently galvanize their subordinates, engendering salutary repercussions on their professional achievements. In essence, the more palpably the members of the Indonesian National Police perceive the invigorating influence of adept leadership, the more amplified their collective performance becomes. Motivational forces serve as catalysts, fostering professionalism among police officers and instilling a commendable work ethic, which subsequently could be pivotal for elevations in rank or position. To be truly transformative, innovative leaders ought to: delegate responsibilities inclusively, remain receptive to feedback, involve subordinates in decision-making processes, perpetually nurture trust, hone the competencies within

their teams, comprehend their subordinates' nuances, earn their subordinates' respect, foster collaborative dynamics, and uphold equity across all ranks (Soleas, 2020).

Innovation leadership in organizations will bring organizations to success or even destruction like two sides of a coin (Sorice & Donlan, 2015; Jean, et. al., 2018). Decisions, always developing the trust of members, developing skills among members, understanding subordinates well, being appreciated by subordinates, working with subordinates, and being fair to all members are characteristics possessed by a leader. Leadership is the art of directing, if an organization wants to see how it is achieving, first pay attention to who is leading (Costa, et. al., 2015). In leadership, there is an initiative, progressive and motivational will in line with the vision and mission of the organization. Pancasila, Haryono, & Sulisty (2020) revealed that a good leader always motivates subordinates so that they can have a positive impact on the achievements obtained from the achievement of one's work.

Innovation leadership is hope for every organization because through this leadership it is considered to be able to create a conceptual and contextual organizational implementation novelty and the realization of organizational goals effectively and efficiently (Aarikka-Stenroos, et. al., 2017). An organization's success or failure can be partly determined by innovative leadership related to direction and goals, providing guidance, and creating a work climate that supports the implementation of the overall administrative process towards creative, innovative, transformative, and optimal performance of Indonesian National Police members. Creativity and innovation arise in a competitive and conflict-filled atmosphere among members to do better at every opportunity in setting innovation strategies, continuous improvement, commitment to tasks and oriented towards organizational goals.

E. CONCLUSION

This investigation posits that the evolving landscape of the Indonesian National Police Institution necessitates enhanced motivation coupled with forward-thinking leadership to foster outstanding, effective, and competitive outcomes. Leaders espousing innovation employ myriad strategies to stimulate and guide their subordinates, galvanizing them towards collaborative efforts to realize goals and achieve peak performance. Given the dynamic environment permeating the Indonesian National Police Institution, leadership isn't merely about conforming to external innovative trends. Indeed, a truly efficacious leader is distinguished by the ability to position the organization as a benchmark for peer institutions by employing diverse motivational strategies to bolster member performance. Executing such innovative leadership mandates the amalgamation of knowledge, lived experiences, and intrinsic leadership attributes.

Consequently, those at the helm of the Indonesian National Police Institution are mandated to demonstrate proficiencies and expertise consistent with job

competencies, with outcomes subject to scrutiny. This institution must evince resilience and adaptability in response to the shifting paradigms and exigencies of societal evolution. One salient consequence of this era's advancement is the emergence of increasingly intricate criminal *modi operandi*, which compels the Indonesian National Police to evolve in tandem. As the digital epoch unfolds, there has been a burgeoning collective consciousness urging reforms and rectifications in areas of disparity, performance metrics, and aspects deemed as lacking professionalism, steering the nation towards a milieu that is dynamic, innovative, and technologically progressive.

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