ADAPTIVE LEADERSHIP IN DIGITAL ERA
(Ridwan Kamil's Leadership Study in West Java)

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ABSTRACT

The era of technological disruption requires organizational leaders to find methods to develop their leadership capacity. This study aims to analyze the effectiveness of adaptive leadership in the digital age by taking a case study of Ridwan Kamil's leadership in West Java. The research method used in this research is a descriptive qualitative method. This research data collection technique uses literature studies by tracing sources originating from government documents, media, books, and scientific journals that are relevant to this study. The analysis of Ridwan Kamil's leadership was carried out using organizational communication theory. The results found that the adaptive leadership pattern gave Ridwan Kamil an opportunity to make many policy innovations during his leadership in West Java. Its dynamic nature makes it able to utilize its position to make changes in the form of innovation programs based on technology. The structure and agent dilemmas in his leadership can be overcome through the 4 approaches contained in the adaptive leadership.

Keywords: Ridwan Kamil, Adaptive Leadership, Innovation, Era Digital.

ABSTRAK

Era disrupsi teknologi menjadikan pemimpin organisasi harus mencari metode untuk mengembangkan kapasitas kepemimpinannya. Penelitian ini bertujuan untuk menganalisis efektivitas kepemimpinan adaptif di era digital dengan mengambil studi kasus kepemimpinan Ridwan Kamil di Jawa Barat. Metode penelitian yang digunakan dalam penelitian ini adalah metode deskriptif kualitatif. Teknik pengumpulan data penelitian ini menggunakan studi literatur dengan menelusuri sumber yang berasal dari dokumen pemerintah, media, buku-buku, dan jurnal-jurnal ilmiah yang relevan dengan kajian ini. Analisis kepemimpinan Ridwan Kamil dilakukan dengan menggunakan teori komunikasi organisasi. Hasil penelitian menemukan bahwa pola kepmimpinan adaptif memberikan kesempatan kepada Ridwan Kamil untuk melakukan banyak inovasi kebijakan selama kepemimpinannya di Jawa Barat. Sifatnya yang dinamis membuat dirinya mampu memanfaatkan posisinya untuk melakukan perubahan berupa program inovasi yang berbasis pada teknologi. Dilema struktur dan agen dalam kepemimpinannya dapat teratasi melalui 4 pendekatan yang terdapat dalam kepemimpinan adaptif tersebut.

Kata kunci: Ridwan Kamil, Kepemimpinan Adaptif, Inovasi, Era Digital.

BACKGROUND

Leadership is an interesting topic and a concern as old as human civilization. Leadership is a process to maximize the potential of an organization so that it is always associated with performance improvement. The leader is an agent of change with the activity of influencing others rather than influencing people to him (Spillane & Camburn, 2006).

Leadership is one of the keys to success that has a role in achieving organizational goals. Strategic leadership roles are important for achieving the goals

of an organization (Heifetz, & Laurie, 2001). The quality of the leader is considered as a factor in the success or failure of an organization. This has the consequence that every leader is obliged to pay serious attention to fostering, mobilizing, directing all available resources in achieving organizational goals (Pohan & Nur, 2019).

There are several competencies that must be possessed by a leader, namely: diagnosis (desire and ability to identify the situation and level of development of subordinates and conduct an analysis of development needs), flexibility (ability to use various leadership styles) and partnerships in achieving optimal performance (skills to get an agreement with subordinates regarding the leadership style needed by subordinates to achieve their goals, both individuals and organizations) (Irgens, 1995).

Now the world is changing, where people now face an era of disruption with the emergence of new technologies that have had an extraordinary impact on all aspects of life including government institutions. The era of technological disruption requires organizational leaders to find methods to develop their leadership capacity, namely critical thinking skills, systematic and strong (persistence), can work in teams so as to bring about agility and cultural maturity (cultural agility) in which organizational members from various backgrounds are expected to be able to work in a different environment.

The development of information technology is able to form the foundation of a new work environment that is limited geographically, time and organizational boundaries, where productivity, flexibility, and collaboration will reach new levels that are unprecedented. (Townsend et al., 1998). Advances in information and communication technology have enabled a faster rate of change than in the past and have created increasingly complex and dynamic work. Responding to these changes, organizational systems, structures, and processes have evolved to become more flexible and adaptive (Bell & Kozlowski, 2003).

The development of information and communication technology significantly affects the work environment, the availability of relatively inexpensive access with higher bandwidth connectivity makes new forms of work more popular (Anderson et al., 2007). In the context of e-leadership (virtual leadership) in doing work mediated by information technology, thus not only communication between leaders and members using information technology but the collection and dissemination of information needed to support work in organizations is also done through information technology (Avilio & Kahai, 2003).

E-leadership (virtual leadership) is a process of social influence mediated using AIT (advanced information and technology) to produce changes in attitudes, feelings, thinking, behavior, and/or performance of individuals, groups and/or organizations (Avolio et al., 2001). The information revolution is very rapid development; new information technology (internet, email, faxes, video conferring, skype, and mobile technology devices) can help organizations improve their performance (Iriqat & Khalaf, 2017).

In addition to adopting technology, a leader must also adopt adaptive leadership. Adaptive leadership is the capacity possessed by a leader to embrace all the interests of each actor in order to achieve common goals, be able to manage political interests in the organization, as well as issues of power both inside and outside the organization so as to produce collaboration (Pitriyanti & Harsasto, 2019).

Adaptive leadership is a unique combination of skills, perspectives, and directions or directions that can lead to true excellence. An adaptive leader involves abilities that are very effective in all places, environments, and circumstances (DeRue, 2011; Bradberry & Greaves, 2012).

An adaptive leader is able to anticipate events that may arise, manage the future and encourage others to act in the right way. That means adaptive leaders are able to see challenges and opportunities and develop the best strategies to achieve organizational goals (Randall & Coakley, 2007: Obolensky, 2014; Hogan, 2008). Adaptive leadership can be measured by its ability to direct subordinates to a new environment, lead with empathy, be able to learn from mistakes then make corrections, and be able to create win-win solutions (Heifetz et al., 2009).

Leadership studies generally focus on leadership style and the leader's view is considered the only policy actor, whereas in the current digital era collaboration and innovation are two inseparable things in running the leadership wheel in the public sector. Research on leadership in the digital age is interesting because even though technology-based leadership models, leaders must also be adaptive.

This study aims to analyze adaptive leadership in the digital age by taking a case study of Ridwan Kamil's leadership in West Java, which is considered ineffective.

METHOD

This research uses a qualitative descriptive study (Moleong, 2004; Gunawan, 2013). Data sources used in this study are secondary data sources obtained through literature searches that are relevant to the theme of this study. This research data collection technique uses a literature study by tracing the literature from various sources such as government documents, electronic media, scientific journals, and books. The analysis of Ridwan Kamil's leadership was carried out using organizational communication theory. The data obtained are then analyzed and described in the form of narration to temper a conclusion.

RESULT AND DISCUSSION

Ridwan Kamil succeeded in stealing the attention of the Indonesian people with various achievements since he was still the Mayor of Bandung which made him included in the list of phenomenal leaders in Indonesia (Rhamdani, 2015; Paramarta, 2018). His political career began when he served as Mayor of Bandung and now he has become the Governor of West Java, an area with the largest population in Indonesia.

Breakthrough after a breakthrough was carried out by Ridwan Kamil as Governor of West Java. Along with the rapid advancement of Internet technology, the government of West Java has also made changes in the procedures for

implementing governance or more commonly known as e-governance. West Java as one of the largest provinces in Indonesia also cannot be separated from the influence of these technological developments. One effort to change the procedures for implementing governance with the e-governance approach is to make social media an intermediary tool in helping the government to communicate and convey information to the people of West Java, for example through social media (Siregar & Rahmansyah, 2020).

Ridwan Kamil uses Facebook, Twitter, and Instagram social media in his government communication activities. There are 2 (two) reasons, first revealed that Ridwan Kamil has a dream to give and share as much benefit as possible to the Bandung community from what he has, namely social media along with his creative network and formal power as Governor. The second reason is more personal because it is a reflection of spiritual beliefs that are trusted by him (Alam et al., 2019; Muhandar & Suherman, 2016; Lestari, 2017; Melawati & Muharam, 2016; Hafizatullah et al., 2017; Imran & Atnan, 2017).

It turns out that these three social media have a special role in government communication run by Ridwan Kamil along with the ranks of the Government of West Java Province, namely shortening and facilitating the flow of government bureaucracy which has usually been slow and convoluted so that the flow of communication runs without any more barriers and boundaries. sometimes it is difficult for the community to be more

listened to by leaders and governments about their aspirations and needs.

Through social media (especially the 3 social media Facebook, Twitter, and Instagram most commonly used), Ridwan Kamil shares information, communication, and happiness with the citizens of the city he leads. Happiness is simple to see a leader who is often respected and respected very openly utilizing social media that is inherent with all walks of life to ensure the functioning of government and trying to communicate directly with them so that they feel very close and well acquainted with their leader.

In contrast to most public officials, Ridwan Kamil became a pioneer figure in how to utilize the virtual world timeline to open a real communication space without borders and the complicated bureaucratic boundaries between Ridwan Kamil and his ranks as the city government and the citizens of the city of Bandung they lead. Twitter social media is even born of a variety of unique policies in information technology that helps Ridwan Kamil to collaborate with various groups in building West Java Champion Born in Bathin.

Thanks to its ability to not stop innovating, West Java was able to get an award as one of the Innovative Provinces in Indonesia according to the Ministry of Home Affairs through the Innovative Government Award. Ridwan Kamil won the award through his presentation that presented 5 West Java innovations at the event. He divided innovations into three categories namely governance innovation, public service innovation, sectoral product innovation (Aulia & Nurani, 2019).

In governance innovation, the government of West Java Province carries the application Si-Dadali (Data Control Information System). This application is an innovation in controlling the implementation of development in the West Java region that relies on information systems. This application is at the same time a tool for the regional government to conduct self-evaluation and self-assessment. This is useful as a guiding tool for regional apparatuses to improve their performance in the form of financial realization and physical achievements of the West Java Province APBD activities and related to its reporting.

Then in the category of public service innovation, the Government of West Java Province carries out the e-Samsat program (Electronic One-Stop Unity System). This application is an application service registration and identification of motorized vehicles electronically, payment of motor vehicle tax, SWDKLLJ, and PNPB. What is unique about this e-Samsat is that payment can be made at all ATMs of Bank NJB, BCA, BRI, BNI, CIMB Niaga, Permata. Then, the ATM receipt which is proof of payment has been compared to the Proof of Payment for Motor Vehicle Tax. This system itself has been supported by the KPK which facilitates the use of the West Java e-Samsat application as a reference for 17 provinces in Indonesia (mind-rakyat.com). This application is also considered quite effective in breaking the Pavita Aulia chain / AP FIA UB / 2019 8 bureaucracy that is too long which is often a land of corruption.

Not only e-Samsat, but the government of West Java Province also launched the West Java Sympathetic Information System or Licensing Services for the Public. This application is useful for managing website-based licensing services electronically developed by the Office of Investment and Integrated Services of One Door in West Java Province. Through this application, it is possible for the public to be able to check the list of permit types, requirements, forms and the duration of the settlement. Through this application, it will reduce the long bureaucracy and face-to-face services making it easier for the public to access it anywhere and anytime.

Meanwhile, in the sectoral product category, the government of West Java Province offers innovation in the development of tilapia nirvana with genetic engineering. Through this effort, the production of tilapia eggs can be increased about 3 times the number of eggs in nirvana tilapia and can make fish more resistant to certain bacteria. Not only that, through his speech in South Korea planned the use of smart auto feeder technology which allows feeding fish through a device. This will make the harvest jump as much as 2 to 4 times a year.

Besides that in the socio-cultural field, the government of West Java Province also made several innovations such as Ecovillage and Digital Village. An ecovillage is one of the West Java Provincial government innovations that is engaged in saving the environment. Not only that, ecovillage as well as the efforts of the Provincial Government of Bandung in developing local potential contained in the village. The implementation itself has been

spread in 277 villages, 48 sub-districts and 13 districts/cities in West Java, which is accompanied by 20-25 cadres who are deployed in each Village.

Sementara itu, program Desa Digital merupakan salah satu inovasi pemerintah Provinsi Jawa Barat dalam mengatasi ketimpangan digitalisasi antara masyarakat perkotaan dengan masyarakat desa di Jawa Barat. Program ini dilaksanakan dengan memberdayakan masyarakat melalui pemanfaatan teknoligi digital dan internet dalam mengembangkan potensi desa, pemasaran serta percepatan akses dan layanan informasi. Nantinya seluruh pelayanan publik di desa akan digitalisasi, koneksi internet akan dibenahi, help center akan dibangun dan masyarakat desa dapat memanfaatkan media social dalam mempromosikan sekaligus mengenalkan apa yang menjadi produk unggulan di wilayahnya.

In addition, many other innovations that have been launched by West Java under the leadership of Ridwan Kamil are like Jabar Saber Hoax to ward off a hoax, Jabar Quick Response for reporting and complaints, One Pesantren One Product (OPOP), One Village One Product (OVOP), Women's School (Sekoper Cinta), and the latest PIKOBAR an application monitoring the spread of the Coronavirus (COVID-19).

Various innovation efforts made by Ridwan Kamil as Governor in West Java Province indicate that he is a figure who sees the importance of information technology in regional development as the concept of e-leadership (virtual leadership). This view is then realized through various innovations that are oriented towards regional development, community needs and the utilization of local potential. This shows that connectivity between the community and the government as well as between the community and the community is important in creating the success of innovation. The courageous leadership in taking action as well as being democratic is one of the keys to the success of the leadership of Ridwan Kamil as Governor of West Java.

While serving as Mayor of Bandung, Ridwan Kamil, has sought to build Bandung City into a smart city-based city (Sutrisno & Akbar, 2018). After being elected Governor of West Java, Ridwan Kamil, tried to develop his idea even further by developing governance (e-governance) and infrastructure with a digital approach called Jabar Digital (Ramdhani, 2018).

The West Java concept is the concept of the Governor of West Java, Ridwan Kamil, who aspires to realize #JabarJuara, namely West Java which is based on data and technology, supports community service and responsive, adaptive, and innovative policymaking with a digital approach and has a mission to realize data-based policymaking; accelerating the digital transformation of government; and simplify people's lives with digital technology (Ramdhani, 2018).

Besides, Ridwan Kamil is also known as an adaptive leader. An adaptive leader involves abilities that are very effective in all places, environments, and circumstances. An adaptive leader is able to anticipate events that may arise, manage the future and encourage others to act in the right way. That means an adaptive leader is

able to see challenges and opportunities and develop the best strategy to achieve organizational goals. From an institutional perspective where a leader faces two obstacles namely the relationship between structure and agent and accountability, the concept of adaptive leadership can help us to overcome these two things. Structure and agents are not a significant obstacle in adaptive leadership because they are dynamic and adaptive leaders will be able to take advantage of the existing structure so that it is possible, the structure is not a barrier for leaders to take advantage of their position in making innovative policies.

Adaptive leadership can be measured by its ability to direct subordinates to the new environment, lead with empathy, be able to learn from mistakes then make corrections, and be able to create win-win solutions (Heifetz et al. 2009). The following is presented the fact that Ridwan Kamil's leadership is adaptive leadership:

1. **Able to direct subordinates to the new environment**

Adaptive leaders must be able to manage the context in which actors can interact. In the stage of directing subordinates, the adaptive leader will prioritize the goals to be carried out by subordinates, so that subordinates are given the responsibility to achieve the desired results and given broad freedom to convey their ideas so that leadership emerges in a collective nature.

Together with the bureaucracy at the beginning of his leadership in West Java, Ridwan Kamil and his staff focused on the goal of providing fast services, so that at the beginning of his leadership he gave new space to communicate through social media in the form of WhatsApp groups and required all offices and heads of offices to have a Twitter account. The aim is that the people of West Java can report complaints and submit criticisms to related agencies without any level and the problem can be resolved in a short span of time.

Adaptive leaders prioritize goals so that subordinates have the responsibility to be able to achieve the results that have been set together. In realizing these objectives, it is certainly a shared responsibility and not only burdened to one of the related agencies because there is an overlay of objectives between agencies so that intense communication is needed to discuss the development of each policy, conduct joint monitoring and evaluation.

2. **Lead with Empathy**

An adaptive leader must be able to see the problem from the views of others so that the views produced will be more varied which will be able to encourage the organization to be adaptive. As an adaptive leader in dealing with problems, Ridwan Kamil not only sees it from a personal perspective but is able to see from the views and perspectives of others, so that it will foster a variety of views and be able to encourage his organization to become more adaptive. Ridwan Kamil as a leader always considers the opinions of his subordinates and does not necessarily make his own decisions.

To fulfill and coordinate with subordinates, he always holds regular meetings with the head of service every Monday. This leadership meeting was held to see the development of policies, coordination, and joint evaluation. Ridwan

Kamil, as an adaptive leader, is not passive about the changes that occur around him. He always questions subordinates so that he is able to move the organization according to changes in its environment. This will be able to make the leader see the pattern of problems or existing mechanisms around it (setting in the balcony). He saw that if the regional head was replaced then the rhythm of his work would change or not so that the replacement of the head of the service and the head of the department is a necessity when the leader wants to change the rhythm of the game. At the beginning of his leadership, Ridwan Kamil rotated several officials in the West Java Provincial Government.

3. Learning through Self Correction

Learn from mistakes and make corrections to decisions. Adaptive leaders will encourage subordinates to work through experimentation, so there is a learning process in analyzing successes and failures. In this way, the bureaucracy can initiate innovation so as to create an adaptive leadership. Adaptive leadership will always learn from mistakes and make corrections to policies that have been made. Adaptive leaders will always encourage subordinates to be able to work through experimentation.

4. Creating a Win-Win Solution

Adaptive leaders will push the work system based on collaboration so that the influence of leadership will transcend the boundaries of the organization he leads through the mastery of soft power (vision, charisma, collaboration, and network). Through a collaborative work system, each party will get a win-win solution.

There are three main values applied by Ridwan Kamil in leading West Java, namely decentralization, innovation and collaboration. The collaboration system was also carried out by Ridwan Kamil with the private sector in order to provide CSR funds to assist development in West Java because of the limited APBD. Not only that, so that development does not only benefit the city government through CSR or the provision of tools, the involvement of the private sector is also in the realm of a clear task where the level of public service delivery will be fully controlled by the relevant SKPD without relinquishing bureaucracy, while the private sector will represent itself in the provider special service.

CONCLUSSION

Successful innovations made in the leadership of Ridwan Kamil in West Java occurred because Ridwan Kamil was able to carry out adaptive leadership patterns through four parameters which include directing subordinates to the new environment, leading with empathy, learning from mistakes and making corrections and being able to create win-win solutions.

The adaptive leadership pattern of the structure actually provides an opportunity for him to make many policy innovations during his leadership. Its dynamic nature makes it use its position to make breakthroughs and changes in the form of innovation programs. The structure and agent dilemmas in leadership that have been happening all this time can be overcome through 4 approaches contained in adaptive leadership.

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