



Visionary Leadership in Stabilizing Online Driver's License Services

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Abstract

The progress of programs and innovations in an institution, one of which is determined by the leader's policy and the leader has a leadership style. The leadership style that is owned will affect the final result of the policy that will or has been issued. This research aims to find out the competence of the Polda Metro Jaya Driver's License Section Personnel and how a leader applies a visionary leadership style to stabilize Driver's License Online services. The research used qualitative methods by applying data collection techniques through interviews, observation and documentation. The results of this study indicate that the competence of Driver's License Section personnel has not been maximized, especially on the information technology side. Meanwhile, visionary leadership has not been fully implemented both in terms of exemplary, opportunities to innovate and in providing encouragement. For this reason, it is necessary to increase efforts by means of mental coaching, education and training in attitudes and behavior, leadership training programs such as ESQ, NAC, MTL and IPS training periodically, increasing the professionalism of leaders through education and training.

Keywords: *Visionary Leadership; Service; Online Driver's License*

Introduction

Leadership has a very important role in various aspects to direct an organization, both in terms of decision making and policy. The success of decision-making in an organization, both private and governmental, is highly dependent on the type of leadership applied by the leader (Wijaya et al., 2015). The type of leadership will reflect the direction of organizational development and the organization's ability to adapt to the rapidly changing times (Turnawan et al., 2024). A leader usually does not rely on only one type of leadership, because the use of various types of leadership will facilitate the process of developing the organization and the elements that influence it.

According to Sukriadi (2018), visionary leadership requires a leader to have good communication skills and a clear understanding of the goals to be achieved and how to achieve them. A leader with a visionary leadership style will focus on planning for the future and the steps that need to be taken to realize the plan (Tagscherer & Carbon, 2023). In Indonesia, visionary leadership is often applied in the presidential system of government, where presidential candidates present a vision that captures the attention of the public when running for office. The vision serves as a guide during the presidential term and becomes a priority in the implementation of development programs, both short and long term. These priority programs are crucial to solving the country's problems, thus helping the people and moving the country forward in the right direction.

The Civil Police is a vehicle for implementing community policing. Policing in the digital era or industrial revolution 4.0 should build a policing model that can achieve professional, intelligent, moral and modern policing based on science and technology. In line with this thought, if it is connected to the context of police services, it can be understood that security services and safety services require excellent service. Which means the Police institution in building its policing model in the digital era needs to think conceptually and act pragmatically in a synergistic and sustainable system (Carlan & Lewis, 2009). When we build a policing system as a model that needs to be considered is the input, the process and the output, which requires standardized standards as operational guidelines (SOP).

E-Policing (Electronic Policing) (Chan et al., 2001) can be understood as an electronic policing model which can be interpreted as online policing, so that the relationship between the police and the community can be established 24 hours a day and 7 hours a week without space and time limits to always be able to share information and communicate with each other. E-Policing in the context of this paper is understood as a model of community policing on an online system. Thus E-Policing implements area-based, interest-based and problem impact-based policing that seeks to break through the barriers of space and time so that police services can be organized quickly, precisely, accurately, transparently, accountably informative and easily accessible.

As an implementation of e-policing, the Traffic Directorate of Polda Metro Jaya, introduced the innovation of Online Driver's License Services. However, in its implementation, challenges remain, particularly related to human resources perceived as lacking professionalism and instances of unsympathetic treatment towards the public, which greatly impact the image of the police force. The suboptimal performance of police officers, particularly those at the Driver's License Processing Center, significantly affects the police's effectiveness in carrying out their duties in providing registration and identification services for driver's licenses, aimed at achieving excellent service for the community. The less-than-optimal roles of section heads and the competence of personnel in the Driver's License Section of the Traffic Directorate of Polda Metro Jaya have hindered the realization of excellent service to the public. Therefore, efforts are needed to enhance the role of the Driver's License Section Head to strengthen the online driver's license services and achieve high-quality service for the community.

Literature Review

Leadership

According to Wijono (2018), leadership is the process of motivating others to be willing to work towards achieving predetermined goals. The leadership spirit that a person has will indirectly make him a leader, so that others can follow his wishes. In addition, the words spoken by the leader will motivate his subordinates to work well and more actively, so that organizational goals can be achieved gradually. This will also provide encouragement to all subordinates to continue to advance the organization. The leader is a figure who has authority and a high position in an organization. Meanwhile, Wijaya et al. (2015), calls leadership as the behavior of individuals who lead group activities to achieve common goals. The behavior of a leader reflects the culture and character of the organization, so leadership is the first aspect seen when entering an organization, especially in the context of government. The way a leader guides his subordinates, with his leadership characteristics, plays an important role in advancing and prospering members or subordinates and accelerating growth and progress towards a better direction.

Visionary Leadership

As a flash-back, the National Awakening in Indonesia was not spearheaded by nationalist leaders, but by visionary leaders. They lived in the colonial era but were able to see an independent, united, sovereign, just and prosperous Indonesia. We all know that Sarekat Islam (SI), one of the pioneers of the National Awakening, was originally Sarekat Dagang Islam (SDI), an organization that aimed to prosper indigenous traders. But the founders of SDI were visionary leaders who knew that there would be no

prosperity without fair trading rights with foreign traders, and realized that there would be no justice without a sovereign, united and independent Indonesia from colonialism.

Visionary leaders are leaders who have the character of a hero, especially in terms of courage and self-sacrifice for the greater good. A visionary leader will be willing to sacrifice because he can see that there is something valuable at the end of his struggle. Visionary leaders dare to take risks in order to achieve the vision they are fighting for. Ki Hajar Dewantara, an Indonesian national hero who is also the Father of National Education, was able to renew the concept of visionary leadership and erase the mistakes of other leadership concepts, namely by prioritizing teachings based on Pancasila, namely: *Ing ngarso sung tulodo, Ing madyo bangun karso, Tut wuri handayani*. The National Police actually has an example of a Visionary Leader figure, namely: Former National Police Chief, General Hoegeng Imam Santoso.

The characteristics of Visionary Leadership can be seen from the characteristics of a visionary, namely: Always learning (continuously), service-oriented, radiating positive energy, trusting others, seeing life as a challenge and adventure, being in harmony between words and deeds and always practicing to achieve higher achievements.

Competency Theory

According to Dr. E. Mulyasa, M.Pd., in his book “Competency-Based Curriculum” published by PT. Remaja Rosda Karya, several aspects or domains contained within the concept of competency are explained as follows:

- a. Knowledge refers to awareness in the cognitive domain.
- b. Understanding pertains to the depth of cognitive and affective dimensions possessed by an individual.
- c. Skill is the capability that an individual has to perform the tasks assigned to them.
- d. Value represents the standards of behavior that are believed in and have psychologically integrated within a person.
- e. Attitude is the feeling of liking or disliking, whether one enjoys or does not enjoy, or the reaction to external stimuli.
- f. Interest refers to an individual's tendency to make changes.

New Public Service Theory

New Public Service was introduced by Denhardt and Denhardt (2000), who stated that public organizations have limits in the degree of rationality they can achieve in dealing with problems. Individuals or employees in an organization must be able to implement organizational policies with a high level of focus and responsibility, and be able to empower the community so that organizational management goes according to plan. Citizen empowerment in improving public services is then known as the New Public Service approach.

Method

The research employs a qualitative descriptive method. Descriptive research manages data or research results to be well-described and to present a depiction of the documentation results as they are (Sugiyono, 2019). This study illustrates the symptoms and facts encountered by the author in the field related to existing problems. The focus of the research is the primary objective for conducting the study, which can be determined based on personal experience or knowledge gained from books or other sources

(Moleong, 2014). Subsequently, these facts are discussed and analyzed using relevant concepts and theories to address the issues, including leadership theory, visionary leadership, competency theory, and new public services.

Results and Discussion

Every organization needs leadership that is able to develop its organization well into the future, beyond the age of its era. The ability and skills of a leader in determining the vision and mission of his organization, along with strategic steps in achieving it is a determining factor in the success of the leadership he embraces, in other words, a leader must be able to carry out the trust, honor and trust entrusted to him. Leader is different from leadership. Leader is the position of a person in an organization who is in charge of an organization, while leadership emphasizes more on the attitude or figure of a leader who is wise, brave to make decisions and most importantly is authoritative and can lead an organization he leads.

This research focuses specifically on the Driver's License Section of the Traffic Directorate of Polda Metro Jaya, which is a public service area in the field of Registration and Identification of Driver's Licenses. The role of the section head is strategic in enhancing the image of the police as a state institution while also supporting the realization of police reform in public service. Additionally, support from professional, modern, and trustworthy human resources will facilitate efforts to achieve excellent service for the community. The following is an overview of the condition of personnel at the Driver's License Processing Center of the Traffic Directorate of Polda Metro Jaya and the leadership of the Driver's License Section Head in strengthening online driver's license services.

Competence of Polda Metro Jaya's Driver's License Personnel in stabilizing online Driver License services

The readiness of human resources is the most important factor in an organization for achieving its established goals (Boud et al., 2016). Human resources act as the driving force of the organization. Based on this perspective, to optimize online driver's license services for personnel in the Driver's License Section (Sie SIM) of the Traffic Directorate of Polda Metro Jaya in order to provide excellent service to the community, it is essential to enhance the readiness of human resources, both in terms of quantity and quality. However, the problem is that the current condition of human resources in the Driver's License Section is still very limited, both in quality and quantity.

Table 1. Personnel Data of the Driver's License Section(Sie SIM) of the Traffic Directorate of Polda Metro Jaya

No	Position	Indonesian National Police	Civil Servants	Description
1	Head of the Driver's License Section	1		Based on the DSP (Data System Personnel), the total number of personnel is 119, with the breakdown as follows: 113 police officers and 6 civil servants.
2	Driver's License Administration	6	1	
3	Form	3		
4	Driver's License Simulator Administration	11	1	
5	Special Team	7	1	
6	Registration	21	2	
7	Theory Administration	15		
8	Practice Administration	19		
9	Completion Administration	16	1	
10	Document Administration	4		
Total		103	6	

Based on the table 1, it shows that in real terms the number of human resources has not met the DSP. For DSP, the personnel of the Driver's License Section of the Traffic Directorate of Polda Metro Jaya amounted to 119 personnel while in real terms only 109 personnel. This shortage of 10 personnel will certainly disrupt the performance of Online Driver's License. Meanwhile, the composition of personnel seen from the educational background of specialization development can be described as follows:

Table 2. Competency of Human Resources in the Driver's License Section

No	Group	Field of Expertise		Education	
		Training for Driver's License Education and Development	Certification for Driver's License Competency Tester	High School	Higher Education
1	Officer (Perwira)	1	5	3	4
2	Non-Commissioned Officer (Bintara)	7	11	93	9
Total		8	16	96	13

Based on the table 2, it indicates that members of the Driver's License Section of the Traffic Directorate of Polda Metro Jaya have not all received vocational training. Out of 109 members, only 24 personnel have completed vocational education through the Driver's License Education and Development (Dikbangpes Regident) and Certification for Driver's License Competency Tester. Additionally, the general education level is mostly limited to high school (SMU) graduates. The operation of Online Driver's License Services requires human resources who understand information technology. However, based on the data obtained, there has not yet been any opportunity for personnel at the Driver's License Processing Center to develop their skills, such as through computer technician or programming courses.

1. Knowledge: Personnel's knowledge regarding information technology underlying Online Driver's License Services is still very limited. Their understanding of the procedures, systems, and methods related to Online Driver's License Services is minimal.
2. Skills: The skills of personnel in the Driver's License Section in operating Online Driver's License Services are still lacking; only a few individuals are capable. There is a scarcity of technology-based training programs to enhance personnel skills.
3. Attitude and Behavior: The level of discipline among personnel in the Driver's License Section is still insufficient, as evidenced by some personnel being distracted by their mobile phones or communication devices while performing their duties. There are still instances of personnel prioritizing requests from superiors, emotional connections, or service bureaus.

In light of this perspective, to optimize online driver's license services for personnel in the Driver's License Section (Sie SIM) of the Traffic Directorate of Polda Metro Jaya in order to provide excellent service to the community, it is essential to enhance the readiness of human resources, both in quantity and quality, which can be described as follows:

1. Improving Personnel Quality
2. Enhancing Internal Supervision

Enhancing personnel quality to strengthen online driver's license services. Regular training sessions in the field of online driver's license services should be conducted to improve the quality of Driver's License section personnel in performing their tasks. Socialization and guidance should be provided to personnel assigned to online driver's license services, ensuring they have a high dedication,

are responsive, and easily understand their duties. Seminars and workshops on service delivery should be organized, inviting experts to participate.

Collaborating with external supervisors to improve online driver's license services. Engaging external agencies to achieve ISO certification in online driver's license services. Preparing and realizing the necessary facilities and infrastructure, as well as quality human resources, to ensure the ISO standards for online driver's license services are met.

3. Building Integrity Zones Towards Corruption-Free Areas (WBK) and Clean and Serving Bureaucracy Areas (WBBM)

Preparing personnel to understand the regulations established by the Ministry of Administrative and Bureaucratic Reform (Kementerian RB PAN) in realizing corruption-free areas (WBK) and clean and serving bureaucracy areas (WBBM). Equipping the necessary facilities and infrastructure to support the achievement of WBK-WBBM. Preparing reports on activities related to the realization of corruption-free areas (WBK) and clean and serving bureaucracy areas (WBBM).

4. Increasing Socialization of Online Driver's License Services

Enhancing long-term socialization of online driver's license services through various media. Creating a website about general driver's license services, which includes information about online services. Installing digital socialization facilities in the vicinity of the Driver's License Processing Center.

Visionary Leadership of the SIM Section Head in Strengthening Online Driver's License Services

A visionary leader is one who possesses the characteristics of a hero, particularly in terms of courage and a willingness to sacrifice for the greater good (Prasetyo, 2018). A visionary leader is willing to make sacrifices because they can see something valuable at the end of their struggle. Visionary leaders are brave enough to take risks in pursuit of their vision. Ki Hajar Dewantara, Indonesia's national hero and the Father of National Education, was able to renew the concept of visionary leadership and eliminate the mistakes of other leadership concepts by emphasizing teachings based on Pancasila, which include: *Ing ngarso sung tulodo* (In front, provide an example), *Ing madyo bangun karso* (In the middle, create opportunities for initiative), and *Tut wuri handayani* (From behind, provide encouragement). The National Police also has an exemplary figure of a Visionary Leader, namely: Former Chief of Police, General Pol. Hoegeng Imam Santoso.

The application of visionary leadership is also a way for a leader to drive the organization and determine the future vision of the organization they lead. The visionary leadership of the Driver's License Section Head of Polda Metro Jaya can currently be actualized as follows:

1. Ing Ngarso Sung Tulodo (In front, providing an example)

This implies that as a leader, one must serve as a role model for their followers. However, the example set by the Driver's License Section Head is still not optimal. The leader, in this case, often demands that their subordinates work overtime or perform tasks outside their primary duties, while they themselves frequently do not attend various activities. The Driver's License Section Head often is not willing to sacrifice a portion of their earnings, while at the same time, they demand sacrifices from their subordinates.

2. Ing Madyo Mangun Karso (In the middle, creating opportunities for initiative)

This means that a visionary leader does not necessarily need to hold a leadership position. However, this has yet to be reflected in the Driver's License Section Head. The Driver's License Section Head always demands to be treated as "Ndoro" (a master), meaning everything must be special and

extravagant. Due to a fear of losing their position, the decisions or policies taken by the Driver's License Section Head often disregard the complaints of their subordinates.

3. Tut Wuri Handayani (From behind, providing encouragement)

This is also an essential essence of a visionary leader. A visionary leader must understand that sometimes not leading at all can be an act of leadership. The Driver's License Section Head provides insufficient opportunities for their subordinates to develop, both in terms of creativity through innovation and career advancement. The Driver's License Section Head fails to explore the individual capabilities of each member, often dominating every activity.

The type of Visionary Leadership is closely related to the crystallization of values contained in the Code of Ethics of the Police, which serves as a norm or set of rules established to guide officers in determining whether their personal behavior is right or wrong. By implementing visionary leadership, the fundamental understanding of Police Ethics as a solid guideline for ideal behavior allows officers to be steadfast in their convictions, enabling them to take appropriate stances in their actions. This leadership attitude and ethics are rooted in deep integrity within their hearts and consciences. This is the foundation of the true morality of the Code of Ethics of the Police.

Therefore, to optimize the visionary leadership style in online driver's license services, practical and tactical steps need to be taken, including:

1. Increasing Understanding of Leadership

Enhancing leaders' understanding of the concepts and applications of visionary leadership. Focusing on building leadership character through mental training, education, and behavioral training. Organizing leadership training programs such as ESQ, NAC, MTL, and IPS periodically. Improving knowledge and skills through vocational education and training relevant to their fields, centralized at the National Police Headquarters conducted by the Police Education Center.

2. Enhancing Managerial Skills

Improving the managerial skills of leaders in managing field challenges and obstacles. Officers in the Driver's License Section of the Traffic Directorate of Polda Metro Jaya should undergo training in risk management skills and problem-solving. The Traffic Directorate should provide guidance on problem-solving in the Driver's License Section to the officer cadre regularly.

3. Increasing Supervision and Control of Leaders

Enhancing the supervision and control of leaders in online driver's license services. Adopting information technology by installing CCTV in service areas. Forming special teams related to online driver's license services. Conducting periodic analysis and evaluation, weekly and monthly.

4. Massive Utilization of Information Technology

Utilizing advancements in science, specifically IT, to assist leaders. Controlling the operations of personnel using CCTV, body cams, and others. Creating WhatsApp groups as a communication and coordination network between leaders and all members of the Driver's License Section.

5. Media Management

Effectively and measurably managing media. Creating social media channels as a platform for socialization and information regarding online driver's license services at Polda Metro Jaya. Establishing good relationships with journalists and being able to filter news accurately. Creating a website about general driver's license services, including information about online services.

The implementation of Visionary Leadership in strengthening online driver's license services has been running well and smoothly, capable of driving development in line with the future vision encompassed in visionary leadership. Future-oriented decision-making regarding online driver's license services has been thoroughly considered and complies with the stages outlined by regulations, thus ensuring that the implementation of the vision for online driver's license services aligns with the development targets established as one of the tangible outputs of the SIM Processing Center of Polda Metro Jaya, which is to provide easy, fast, and accountable services through online driver's licenses.

Conclusion

Based on the findings of the study conducted by the researcher, the following conclusions can be drawn:

1. The competence of personnel in the Driver's License Section of the Traffic Directorate of Polda Metro Jaya to enhance online driver's license services is not yet optimal. Therefore, efforts need to be made to improve this through the development of personnel quality via training, certification, and seminars, utilization of information technology, and the establishment of an integrity zone toward a Corruption-Free Zone (WBK) and a Clean and Serving Bureaucracy Zone (WBBM), as well as collaborating with external parties to achieve ISO certification for online driver's license services.
2. Visionary leadership from the Driver's License Section Head in the implementation of online driver's license services is not yet maximized. Thus, there is a need for improvement through mental training, education, and training in attitudes and behaviors, as well as regular leadership training programs such as ESQ, NAC, MTL, and IPS, along with enhancing the professionalism of leadership through education and training.

Recommendations

1. It is recommended that the Traffic Directorate conduct training and capacity building for junior and middle-ranking officers to enhance leadership capabilities within their respective work units, in coordination with the Traffic Education Center and the Traffic Corps of the National Police, thereby improving leadership skills. Additionally, the Driver's License Section Head should participate in the assessment process coordinated with the Human Resources Bureau.
2. It is recommended that the Traffic Directorate periodically include members of the SIM Section in leadership development programs, training courses, and driver's license certification.
3. It is recommended that the Traffic Directorate and the Sub-directorate of Registration and Identification work together with external parties to implement the Corruption-Free Zone (WBK) and Clean and Serving Bureaucracy Zone (WBBM) and to achieve ISO certification for online driver's license services.

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