ORGANIZATIONAL LEADERSHIP MODEL FROM A VUCA PERSPECTIVE

(Comparative Study of BUMDes Kujati Perdana Karang Jati and Mitra Mandiri Sentosa Durensewu, Pandaan, East Java)

Muhammad Khafid Ainul Yaqin [1], Abdul Juli Andi Gani [2], Romy Hermawan [3]
[1] khafidainul@student.ub.ac.id
[2] andiganifia@ub.ac.id
[3] romy@ub.ac.id
[1,2,3] Brawijaya University, Indonesia

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Abstract
Leaders must influence member behavior as an example of the face of the organization and have the authority to evaluate member performance or make decisions regarding promotion. However, there is no consensus regarding the form, approach and leadership model that is suitable for the VUCA era. In-depth discussions are needed by taking various leadership cases in the VUCA era to find a suitable model. This research compares the Transformational Leadership theory from Bernard M. Bass Bernard M. Bass & Ronald E. Riggio (2006) and Adaptive Leadership from Travis Bradberry & Jean Greaves in (Rohaniah, 2021) in a VUCA perspective, with the aim of developing a leadership model for similar organizations BUMDes. The research results show that the leader of BUMDes Kujati Perdana lacks foresight and lacks use of technology, while the leader of BUMDes Mitra Mandiri Sentosa has strong development ideas, but also uses less technology. Based on this comparison, as argued by Theodore (2003), one of the other benefits of comparison is developing performance indicators. Research produces the concept of Locally Based Leadership which includes innovation, digital thinking, responsiveness, and human development.

I. Introduction

In this era of uncertainty or what we often know as VUCA (Volatility, Uncertainty, Complexity, Ambiguity), organizations must start introducing their products to maintain their prosperity. Facing turbulence, organizations need to organize and elaborate the innovative thinking of their members to develop organizational competitiveness. (Klein, 2023) . To face an increasingly complex and rapidly changing environment, leaders need organizational members who invest their full attention and energy in achieving the desired organizational goals. (Lai et al., 2020) . Facing the VUCA era, leaders must influence member behavior, because they are seen as examples of the face of the organization and have the authority to evaluate member performance or make decisions related to their promotion (Lai et al., 2020) . Therefore, it is important for leaders to understand the antecedents and underlying processes that motivate members to perform well in the job demands of their role and make them willing to engage in beneficial behaviors that are not included in formal employment contracts.

Reported by Indonesia.go.id, President Joko Widodo emphasized that since 2014 the government has been committed to developing Indonesia from the outskirts, borders and villages . In his speech at the launch of the 2021 Village BUM Village Legal Entity Certificate and the 2021 Village BUM National Coordination Meeting at the Bidakara Hotel, Jakarta, on Monday, December 20 2021. President Joko Widodo emphasized the importance of involving BUMDesa in economic transformation in villages. During the pandemic, the rural economy became a lifeline when the urban economy was disrupted. Therefore, the existence of Village-Owned Enterprises (BUMDesa) in the midst of village government has a role as well as an effort to empower the community, namely to facilitate, protect and improve the economic welfare of village communities.

However, the proliferation of business entities being formed in various villages, many of which are only oriented towards legality, is no longer in accordance with what is explained in PP No. 11 of 2021, that the establishment of Village BUMs aims to carry out economic business activities through business management and investment development. and economic productivity and village potential. The proliferation of business entities that are formed but are only oriented towards legality has resulted in BUMDES not having the strength to support the economy of village communities. There are many factors that influence the circulation of BUMDES, which can result in stagnation of Business Entities. One factor is leadership.

Pasuruan Regency is one of the districts in East Java Province which has 341 villages, of which 341 villages have 104 villages that have BUM DESA which has been confirmed in (Kemendesa, 2023). From this data it can be

concluded that it is not close to half of the number. Villages in Pasuruan already have BUM Desa. Behind that, in 2019 one of the BUMDES in Pasuruan became the best BUMDES in East Java through the Decree of the Governor of East Java No.188/220/KPTS/013/2019. Apart from that, as reported by pasuruankab.go.id in 2022, through the Maslahat Award event, the Regent of Pasuruan, Irsyad Yusuf, gave an award to BUMDes Kujati Perdana Pandaan as the best BUMDes in Pasuruan Regency. The achievements obtained by BUMDes Kujati Perdana certainly cannot be separated from the role of the BUMDes chairman.

Different from BUMDes Kujati Perdana in Karangjati village, BUMDes Mitra Mandiri Sentosa in Durensewu village, which in fact is a new BUMDes which was established on January 10 2022 through Village Regulation no. 01 of 2022 concerning the establishment, management, management and dissolution of Village BUMs and Village Regulation no. 02 of 2022 concerning the composition of the Management of Village-Owned Enterprises (BUM Desa) "MITRA MANDIRI SENTOSA DURENSEWU". Currently BUMDes Mitra Mandiri Sentosa Durensewu has 3 units, namely, a sports arena that can be used for futsal and badminton, a parking unit, and a stall/canteen. According to datadesacenter.dpmd.jatimprov.go.id, in 2022 the status of BUMDes Mitra Mandiri Sentosa is Developing. This shows how fast the BUMDes Movement is in building organizations. This is different from BUMDes Kujati Perdana Karangjati, which in 2017 had an "Advanced" status.

However, it cannot be denied that people who occupy the BUMDes structure often do not understand the rapid changes in the times which are then called VUCA. The two BUMDes leaders do not yet understand what VUCA is. This was conveyed when the researcher discussed it with the two heads of BUMDes. In the process of digging up information directly from the two BUMDes, researchers found differences in the leadership models used by the heads of the relevant BUMDes. At BUMDes Kujati Perdana, researchers concluded that he used a transformative leadership model. Meanwhile, at BUMDes Mitra Mandiri Sentosa, the Chairman of BUMDes uses an Adaptive leadership model.

Meanwhile, demands for organizational responsiveness are increasingly high in crisis conditions, full of uncertainty and complexity. Namely the era conceptualized as VUCA (Volatile, Uncertainty, Compexity and Ambiguity). Volatility refers to very rapid and continuous changes. Uncertainty is related to the inability to predict various possible unexpected events. Complexity refers to various factors that all interact without a clear pattern of cause and effect, making it difficult to analyze. Ambiguity can be interpreted as difficulty in interpreting current conditions and reality. VUCA is change, it contains weaknesses, as well as opportunities for innovation. This includes hidden

strategies that can inspire everyone in managing volatility, uncertainty, complexity and ambiguity (Johansen, 2012) .

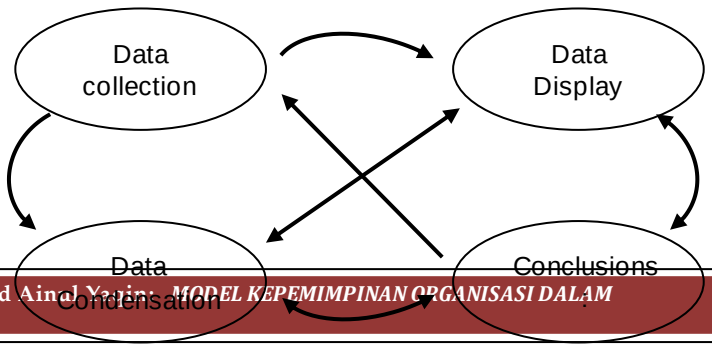
These four VUCA dynamics are recognized to greatly influence the stability and development of organizations, both from political, social, economic, behavioral, cultural and leadership aspects. Various research results show that in order to respond to the dynamics of VUCA change, organizational leadership is a very important factor. How an organization adapts to the changing dynamics of a VUCA environment is largely determined by the organization's leadership figure. Starting from the need for speed and accuracy in overcoming turbulence, every organization needs leadership that is able to manage an environment that is increasingly dynamic and full of uncertainty, especially able to adapt quickly to every crisis condition (Kapucu & Ustun, 2017; Farazmand, 2007). The importance of leadership in the VUCA era is so important, it prompted Rath, Grosskopf, & Barmeyer (2021) to conduct research by synthesizing various research results on VUCA leadership published over a period of 20 years (2000 – 2020). Through inter- and cross-cultural analysis, their research results concluded that a comprehensive understanding of leadership in the VUCA era is still very unclear. There has not been a clear form, approach and generic leadership model that suits the dynamics of change in the VUCA era. Leadership that is appropriate to VUCA dynamics really depends on the challenges and situations faced by each organization. Therefore, research on VUCA leadership is always linked to the organization's main business context. So, what kind of leadership figure is appropriate to the dynamics of change in the VUCA era? A long discussion is needed by taking various cases of leadership successes and failures in the VUCA era, in order to find a form, figure or model of leadership in the VUCA era. Including discussing various concepts and theories of organizational leadership that have developed very rapidly.

From the background above, the author assumes that the achievements of BUMDes Kujati Perdana and the rapid movement of BUMDes Mitra Mandiri Sentosa are certainly leadership being one of the factors. However, these 2 BUMDes still haven't thought about how to face the current VUCA era. This is a new finding for researchers that the social environment is the same between BUMDes Mitra Mandiri Sentosa Durensewu and BUMDes Kujati Perdana Karangjati in the Pandaan sub-district area, where this sub-district is one of the sub-districts with a large number of villages in Pasuruan Regency. The researcher tried to research more deeply and compare how the BUMDes organizational leadership model in two different BUMDes in this research, especially with VUCA as a perspective that is currently being developed with the title " Organizational Leadership Model in the VUCA Perspective (Comparative Study on BUMDes Kujati Perdana Karangjati and BUMDes Mitra Mandiri Sentosa Durensewu, Pandaan, East Java) which can later be used as

consideration for organizations in general and public sector organizations, especially at the BUMDes level. Because one of the other benefits of comparison is developing performance indicators (Theodore, 2003) . By comparing the performance of one institution with another, we can benchmark one, both or more, or even develop performance indicators that are a combination of the two or more institutions being compared. Apart from that, this paper certainly has implications both theoretically and practically .

2. Research Method

The type of research used in this research is qualitative research. The approach or design used in this research is a descriptive approach. The research focus determined in this research is to use the theory from Bernard M. Bass & Ronald E. Riggio (2006) to find out how the Transformational Leadership model in BUMDes Kujati Perdana Karangjati, theory from Travis Bradberry & Jean Greaves in (Rohaniah, 2021) regarding the model Adaptive Leadership at BUMDes Mitra Mandiri Sentosa Durensewu, Pandaan, East Java by comparing the two leadership models using VUCA as a perspective to develop a more effective leadership model in facing the VUCA era. The research locations used as places were Karangjati Village and Durensewu Village, Pandaan District, Pasuruan Regency. There are two types of data sources in this research, namely primary data and secondary data. Primary data selection involved key informants and additional informants through purposive sampling techniques. The key informants include: Chairman of BUMDes, BUMDes Management, and Chairman of BUMDes Business Unit. Meanwhile, additional informants are the Village Head, BUMDes Supervisor, and Village Assistant. Secondary data used in this research is a general description of Karangjati Village and Durensewu Village, profiles of BUMDes Kujati Perdana and BUMDes Mitra Mandiri Sentosa, number of business units of BUMDes Kujati Perdana and BUMDes Mitra Mandiri Sentosa. The data collection methods used in this research are in-depth interviews, observation and documentation. In this research, interactive model data analysis was used which was developed by Miles, Huberman and Saldana (2014:30-33). They argue that analysis is four streams of activities that run simultaneously: 1) Data Collection, 2) Data Condensation, 3) Data Display and 4) Drawing conclusions/verification (Drawing and Verifying Conclusions).



Components of Interactive Model Data Analysis
Source: Miles Huberman, and Johnny Saldana (2014:33)

3. Results And Discussion

A. *Transformational Leadership* and *Adaptive Leadership* models from a VUCA Perspective

In comparing leadership in the public sector, it is important to understand that the responsibilities and challenges faced by leaders in this sector are unique. In the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era, leadership in the public sector is becoming increasingly important and challenging. Rapid and unpredictable changes in the external environment, along with the complexity of the problems facing governments, demand leaders who are adaptive, innovative, and able to manage uncertainty.

In this context, a comparison of leadership in the public sector becomes relevant to understand how leaders face challenges and lead their organizations through rapid and complex change. From traditional approaches to more progressive and collaborative approaches, public sector leaders must be able to navigate the unique challenges of a VUCA environment to achieve goals and serve the public interest effectively. It is important to understand that leadership in the public sector is not just about managing crises, but also about building public trust, encouraging innovation, and creating an inclusive and empowering work environment. In VUCA conditions, public leaders must become proactive agents of change, able to face uncertainty with courage and visionary leadership.

In this case, the researcher intends to explore comparative leadership in the public sector in the VUCA era. Leadership which has been defined in the context of public administration by Ketl is that administrative leadership does not only see public administration limited to the role of implementer but also has strong and responsible leadership in building public institutions. Apart from that, one of the other benefits of comparison is developing performance indicators (Theodore, 2003) . By comparing the performance of one institution with another, we can benchmark one, both or more, or even develop performance indicators that are a combination of the two or more institutions being compared. In this case, the researcher will compare the leadership models of BUMDes organizations in the two different BUMDes in this research, especially with VUCA as a perspective that is currently developing. Based on the results of interviews at BUMDes Kujati Perdana, Karangjati village with a Transformational leadership model and BUMDes

Mitra Mandiri Sentosa with an Adaptive leadership model. This comparison is intended to develop a leadership model that can be applied to deal with VUCA. The comparison of this leadership model with VUCA as a perspective between the two is as follows:

1. In the *Volatility aspect* : the chairman of BUMDes Kujati Perdana and the chairman of BUMDes Mitra Mandiri Sentosa are *first* . At the level of self-confidence. Where the chairman of BUMDes Kujati Perdana is better than the chairman of BUMDes Mitra Mandiri Sentosa. *Second* . The chairman of BUMDes Kujati Perdana is more able to protect his subordinates. *Third* . The chairman of BUMDes Kujati Perdana is braver to face anyone than BUMDes Mitra Mandiri Sentosa. *Fourth* . The chairman of Mitra Mandiri Sentosa thinks further ahead than the chairman of BUMDes Kujati Perdana.
2. In the *Uncertainty aspect* : the chairman of BUMDes Kujati Perdana and the chairman of BUMDes Mitra Mandiri Sentosa are *first* . The chairman of BUMDes Kujati Perdana is more receptive to outsiders from BUMDes than the chairman of BUMDes Mitra Mandiri Sentosa who avoids meeting with NGOs. *Second* . In terms of innovation, the Chairman of BUMDes Kujati Perdana received input and the latest information from BUMDes supervisors. Meanwhile, the chairman of BUMDes Mitra Mandiri is not like that.
3. In the *Complexity aspect* : the chairman of BUMDes Kujati Perdana and the chairman of BUMDes Mitra Mandiri Sentosa are *first* . The chairman of BUMDes Kujati Perdana has a view of today's developing situation, but this is not contextualized, and this also applies to the chairman of BUMDes Mitra Mandiri Sentosa. *Second* . The chairman of BUMDes Mitra Mandiri Sentosa is better at establishing communication patterns with subordinates than the chairman of BUMDes Kujati Perdana. *Third* . In field conditions, the chairman of BUMDes Kujati Perdana does not understand the grass roots problems that exist in BUMDes Kujati Perdana, while the chairman of BUMDes Mitra Mandiri Sentosa is unable to resolve internal conflicts in BUMDes Mitra Mandiri Sentosa. *Fourth* . The two heads of BUMDes both provided encouragement to develop the human resources of their subordinates.
4. In the *Ambiguity aspect* : the chairman of BUMDes Kujati Perdana and the chairman of BUMDes Mitra Mandiri Sentosa are *first* . Both the heads of BUMDes Kujati Perdana and BUMDes Mitra Mandiri Sentosa both paid attention to the arguments that developed in the meeting forum in the decision-making process. However, the substance discussed therein does not yet lead to the use of technology to make working in BUMDes easier. *Second* . Both encourage their subordinates to develop human resources.

B. Organizational Leadership Model from a VUCA Perspective

In an era of uncertainty, complexity, diversity and ambiguity (VUCA), organizational leadership models are key to directing change and exploiting opportunities. There are several different approaches to facing this VUCA

challenge, which gives rise to an interesting comparison of leadership models. On the one hand, Robbins and Coulter (in Sumarsono, 2022) state that the Transformational Leadership style is defined as a type of leadership that can change the values, beliefs and attitudes of its followers by inspiring their followers to have a vision in accordance with the organization and helping to develop a work culture that will generate high performance activity. Robbins and Judge (in Sumarsono, 2022) suggest that the Transformational Leadership Style is a pattern of leader behavior that inspires subordinates to transform the interests of the organization above personal interests, and encourages (stimulates) subordinates to work with their abilities. the best of his abilities. On the other hand, Bambale, Travis Bradberry & Jean Greaves in (Rohaniah, 2021), explain that adaptive leadership is a unique combination of various skills, perspectives and directions or instructions that will be able to lead to true excellence. An adaptive leader involves the ability, ability, expertise to be highly effective in all places, environments and circumstances.

In this case, the researcher intends to explore the results of the comparison between the Transformational Leadership model and the Adaptive Leadership model and then develop it into a new leadership model based on BUMDes institutions that developed in Karangjati village and Durensewu village, Pandaan sub-district, Pasuruan Regency, East Java. As argued by (Theodore, 2003) that one of the other benefits of comparison is developing performance indicators. By comparing the performance of one institution with another, we can benchmark one, both or more, or even develop performance indicators that are a combination of the two or more institutions being compared. The results of the development of performance indicators which are the result of a comparison of two leadership models which the researchers later called Locally Based Leadership are as follows:

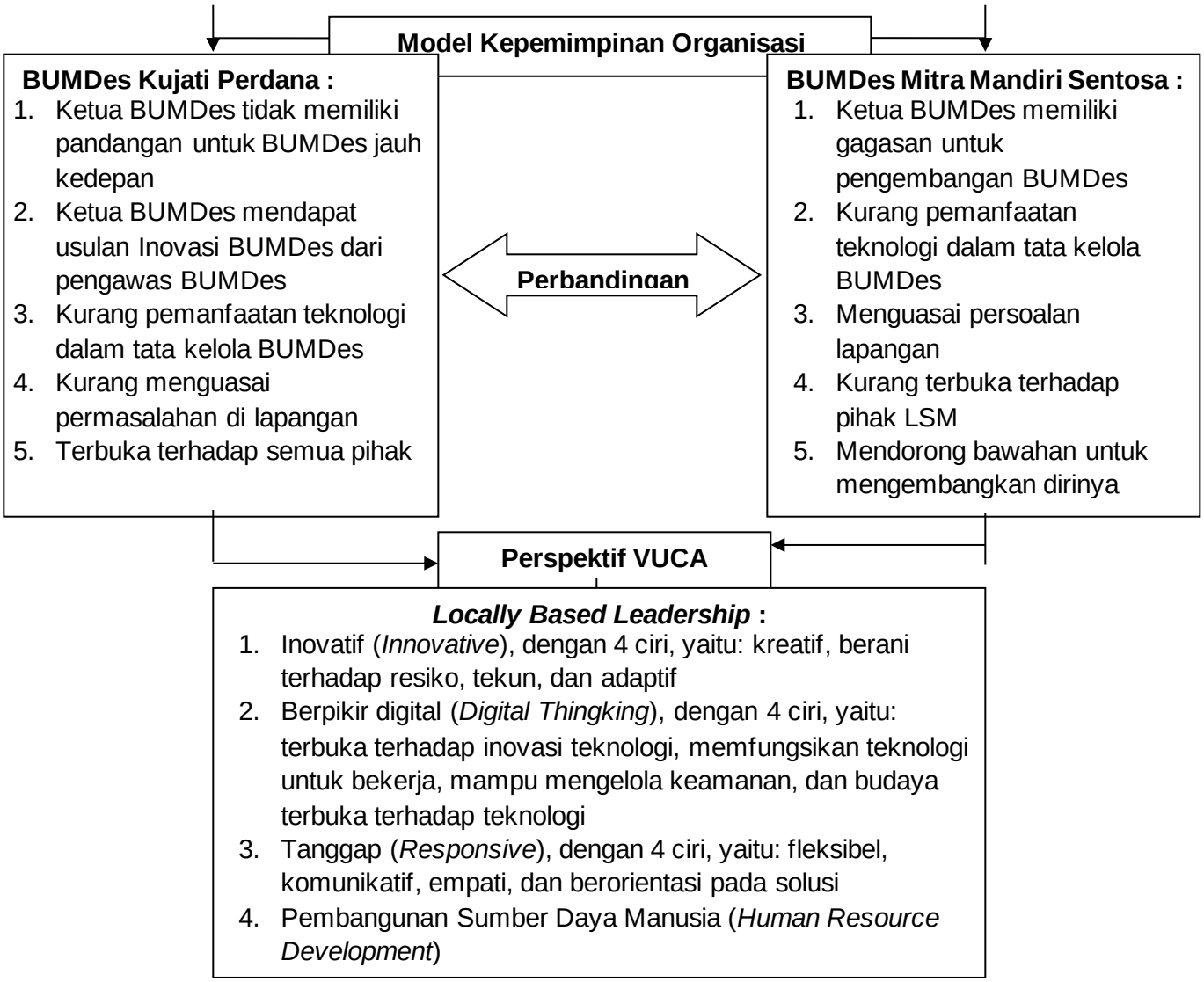
1. Innovative : the ability *of* a leader to inspire, facilitate and encourage members to continue developing human resources individually. Innovative leaders not only view innovation as a goal, but also as a challenge, creating added value, and leading positive change. The characteristics of an innovative leader are: First. *Creative* (creative). This means that this leader is able to think very well, produce new ideas and concepts, and is able to see opportunities where other people are unable to see these opportunities. Second. *Dare to Take Risks* (dare to take risks). This means they are not afraid to face the risks of every challenge needed to achieve change and achieve innovation goals. Third. *Persistent* (persistent). This means having the ability to survive in the face of failure in achieving innovation goals. Fourth. *Adaptive* (adaptive). This means they are flexible and open to facing change and are ready to develop strategies and tactics to achieve innovation goals.
2. Digital Thinking *:* Leaders with digital thinking are individuals who have the ability to understand, apply and use digital technology effectively in the context of leadership and decision making. They are not only proficient in digital tools

and platforms, but they also have a deep understanding about how technology can change the way organizations work, interact and innovate. Digital thought leaders play a critical role in guiding organizations through digital transformation, exploiting the opportunities offered by digital technologies, and facing emerging challenges in today's uncertain era. The characteristics of a leader who thinks digitally are: First. *Open to Technological Innovation* (open to technological innovation). This means they are always looking for and analyzing current technological developments to understand whether the technology can be used in their organization. Second. *Put Technology to Work* (put technology to work). This means they use technology to increase efficiency, productivity and creativity in the organization, either through the development of new processes or the integration of technology in existing processes. Third. *able to manage risk and security* (able to manage risk and security). This means being aware of the security and privacy risks in digitalization. So they are able to create and implement policies regarding data protection in the organization. Third. *Culture Open to Technology* (culture open to technology). This means that this leader is able to build an organizational culture that encourages its members to use technology to achieve organizational goals. Fourth. *Understanding of Digitalization* (understanding of digitalization). This means that this leader understands digitalization concepts such as big data, artificial intelligence, and understands the implications and potential for the organization.

3. Responsive : individuals *who* have the ability to quickly and effectively respond to changes, challenges, or situations that arise in their work environment or organization. They tend to have the following characteristics: First. *Flexible* (Flexible). This means that a responsive leader has the ability to adapt quickly to changes in the environment or unexpected conditions. They do not stick to existing ways, but are ready to adapt their approach according to the needs of the moment. Second. *Communicative* (communicative). This means that a responsive leader communicates clearly and transparently, conveying relevant information quickly to the team or organization members. They also listen well and encourage collaboration in finding solutions. Third. *Empathy* (Empathy). This means they understand and respect other people's feelings and perspectives. Responsive leaders can read situations well and accommodate different needs and interests in making decisions. Fourth. Solution Oriented (Solution oriented). This means they focus on finding solutions rather than blaming or getting caught up in problems. Responsive leaders look for ways to resolve problems quickly and efficiently, often involving the team or available resources.
4. Development *:* Leaders who are oriented towards human development are those who place the main focus on the development and empowerment of individuals within the organization. The definition for this category of leader can be characterized as: Human development-oriented leaders are individuals

who prioritize the growth, development, and well-being of team members and the organization as a whole. They understand that investing in individual development will bring long-term benefits to overall organizational performance. Such leaders play an active role in identifying individual development needs, providing support, resources and opportunities for career growth. They also act as mentors and guides, helping team members to reach their full potential and motivating them to achieve shared goals. Human development-oriented leaders also encourage an inclusive, collaborative, and trust-based work culture, where each individual feels valued and supported in their efforts to develop and succeed. With a focus on human development, these leaders play a key role in creating a work environment that enables innovation, creativity, and sustainable growth for individuals and the organization as a whole .

Image of Existing Organizational Leadership Model from a VUCA Perspective



Source: Results Processed by Researchers (2024)

Transformational Leadership

Transformational Leadership is part of the "New Leadership" paradigm (Bryman in Manggarani et al., 2020), which pays more attention to charismatic and affective elements of leadership. Another definition of Transformational Leadership is the process in which a person engages with others and creates relationships that increase motivation and morality in both leaders and subordinates. This type of leader pays attention to the needs and motives of subordinates and tries to help subordinates achieve their full potential. Burns gives the example of Mahatma Gandhi as a classic example of transformational leadership. Gandhi raised the hopes and demands of millions of his people, and, in the process, ultimately changed himself. (Manggarani et al., 2020). Bernard M. Bass Bernard M. Bass & Ronald E. Riggio (2006) put forward matters regarding the characteristics and factors of transformational leadership, namely: idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. idealized influence is the process of influencing subordinates with strong but positive emotions, thus showing the characteristics of a leader who acts as a strong model of behavior for his subordinates and whose subordinates really want to imitate their leader. Inspirational motivation is shown by leaders who act by motivating and inspiring their subordinates or in other words communicating high expectations to their subordinates, providing inspiration through motivation to commit, using symbols as an effort to focus on tasks, and creating team spirit so that they can increase optimism, enthusiasm, and motivation to exceed initial expectations through emotional support and appeal (Manggarani et al., 2020). Individualized consideration means that the leader makes individual considerations for each of his subordinates. Leaders support individuals by listening carefully, acting as coaches and advisors, trying to help individuals become more actualized. Intellectual stimulation means providing intellectual stimulation and encouraging learning and growth situations. Leaders stimulate their subordinates to be creative and innovative. He cultivates while testing the beliefs and values of his subordinates, and encourages subordinates to have the courage to study and test the leader (himself) and the organization (Bank Indonesia Institute, 2020).

The Transformational leadership model put forward by Bernard M. Bass is a concept about Transformational leadership which according to researchers can be used as a measuring tool to see how the Transformational leadership model has been implemented in the prime Kujati BUMDes. In his presentation, Bernard M. Bass detailed the dimensions of Transformational leadership in detail. So this makes it easier for researchers to carry out more in-depth analysis. Because looking at today's VUCA era, leaders are needed who can not only adapt to the environment, but also leaders who can advance the organization to become

superior.

Adaptive Leadership

The term Adaptive Leadership appears in modern leadership theory expressed by Bambale in (Rohaniah, 2021). It is said that adaptive leadership is leadership that involves leaders creating a vision of the future and inspiring others to accept change and become participants in the journey forward with the following characteristics: competent in their field; objective in handling decisions and problems; reflective in looking at one's own attitudes and behavior; can be trusted in handling other interests; innovative in pursuit of better performance; efficient activities; be open-minded in considering relevant information and perspectives. Travis Bradberry & Jean Greaves in (Rohaniah, 2021), explain that adaptive leadership is a unique combination of various skills, perspectives and directions or instructions that will be able to lead to true excellence. An adaptive leader involves the ability, ability, expertise to be highly effective in all places, environments and circumstances. According to Travis Bradberry & Jean Greaves in (Rohaniah, 2021), these adaptive leadership indicators include the following four things: 1. Emotional intelligence involves the ability to know, assess and express emotions accurately; the ability to use emotions to think; the ability to understand and have knowledge of emotions; as well as the ability to manage emotions to develop oneself. Emotional intelligence refers to the ability to recognize our own feelings and the feelings of others, the ability to motivate ourselves, and the ability to manage emotions well in oneself and in relationships with others. 2. Organizational justice is a concept in organizational behavior that is still undergoing development today. The results of various studies and reviews of the concept and empirical results of organizational justice show that this concept plays an important role in determining various individual attitudes and behavior. Organizational justice can improve individual performance, give rise to citizenship behavior, good mental health, low stress levels and various better individual attitudes. 3. Human character or behavior is a function of interactions between individuals and other individuals or individuals and their environment, and the behavior of each individual is very different from one another. The results of interactions between individuals in the organization are called character in the organization, therefore, to understand organizational behavior, it is best to first know the individuals who support the organization. 4. Organizational development is intended to make the organization more effective and efficient in achieving its goals. Organizations are required to continue to develop if they want to survive. The answer to challenges and changes is to develop the organization (organizational development).

VUCA (Volatility, Uncertainty, Complexity, Ambiguity)

The VUCA era is an inevitability that cannot be avoided. Public organizations are currently facing an era where turbulent changes occur very quickly and are full of uncertainty, as well as the development of various information that is very

complex but often we do not know where the source comes from, causing confusion and discomfort within the organization. Demands for organizational responsiveness are increasingly high in crisis conditions, full of uncertainty and complexity. Namely the era conceptualized as VUCA (Volatile, Uncertainty, Compexity and Ambiguity). Volatility refers to very rapid and continuous changes. Uncertainty relates to the inability to predict various possible unexpected events. Complexity refers to multiple factors all interacting without a clear pattern of cause and effect, making it difficult to analyze. Ambiguity can be interpreted as difficulty in interpreting current conditions and reality. VUCA is change, it contains weaknesses, as well as opportunities for innovation. This includes hidden strategies that can inspire everyone in managing volatility, uncertainty, complexity and ambiguity (Johansen, 2009). In general, when talking about VUCA, we will focus on an era where situational uncertainty is a key understanding in getting through this era. So in this case, according to Johansen, the VUCA perspective can be used as an analytical tool to analyze and compare appropriate leadership models used in public sector organizations such as BUMD .

4. Conclusion

Based on the research results and discussions that have been presented, there are the following conclusions:

1. When viewed from a VUCA perspective, the Transformational Leadership Model needs to continue to be implemented. Considering that the character of transformational leadership has dimensions that can encourage people within the organization to move and run the organization with strong enthusiasm and motivation to advance the organization. In this process, input is needed to explore how to face the current VUCA era.
2. If viewed from a VUCA perspective, the Adaptive Leadership Model needs to continue to be implemented. The Adaptive Leadership Model is able to organize one's personality and improve mental quality, to be involved in the change process, and always produce a higher level of certainty, and have better enthusiasm for learning from every point of change towards the desired reality. However, there needs to be a more in-depth formulation of how to develop human resources within the BUMDes Mitra Mandiri Sentosa institution so that human resource development is evenly distributed. Apart from that, there is a need to increase self-confidence in leaders, especially in resolving internal organizational conflicts.
3. The comparison between *the Transformational Leadership Model* and *the Adaptive Leadership Model* when viewed from a VUCA perspective has several important points, namely: in the *Volatility aspect* , the chairman of BUMDes Mitra Mandiri Sentosa tends to think further ahead than the chairman of BUMDes Kujati Perdana. In the aspect of *Uncertainty,* the chairman of BUMDes Kujati Perdana received an injection of input from the BUMDes supervisor and had the courage to accept

suggestions from outsiders. However, this is not the case with the chairman of BUMDes Mitra Mandiri Sentosa. In the *Complexity aspect* , the chairman of BUMDes Mitra Mandiri Sentosa is better able to communicate the ideas he has than the chairman of BUMDes Kujati Perdana. Apart from that, the chairman of BUMDes Kujati Perdana has little knowledge of the problems at the grassroots. In the *Ambiguity aspect* , the two BUMDes heads have not directed their members to use technology in organizational work, even though the BUMDes chairs often encourage their members to develop their own human resources.

By comparing the performance of one institution with another, we can benchmark one, both or more, or even develop performance indicators that are a combination of the two or more institutions being compared. The results of the development of performance indicators are a combination of two leadership models which the researchers then called Locally Based Leadership which could be an alternative leadership model for government institutions like BUMDes.

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