Jurnal Penelitian Pendidikan

The Role of Self-Efficacy on Workforce Agility in Members of the Indonesian National Police

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Abstract

Background of the research: The Republic of Indonesia National Police itself has the aim of maintaining public security and order, law enforcement, and providing protection, care and service to the public. Therefore, the Indonesian National Police is one of the organizations that always faces uncertain changing situations and has a high workload. Workforce agility (WA) has an important role to help organizations in situations of rapid and uncertain change. Research Objective: To describe the role of the Indonesian National Police organization in developing more agile members towards future changes while still paying attention to factors that influence agility. Method: The method used in this study is library research. In this journal, data is obtained through data collection techniques through internet sources, journals and books that are related to the research topic.
Results and Findings: Self-Efficacy (SE) and Workforce Agility (WA) have a significant role in WA in police members. Therefore, the Police can consider various ways to increase SE, especially so that the WA level also increases.

Keywords: workforce agility, self-efficacy , Polri, Police

INTRODUCTION

Workforce agility (WA) has an important role in supporting organizations to become more agile in facing the challenges of rapid, dynamic and uncertain environmental changes. The COVID-19 pandemic is one example that has resulted in drastic changes in work processes. Marinus van Driel and John McLaughlin (2022) stated that out of 1400 organizations, 84% considered WA to be an important factor in the organization to support better work processes. Gunasekaran (1999) also stated that to help organizations become more agile, four things are needed, namely *systems , technologies , strategies , and people . People themselves are agile or WA* workers in dealing with change. WA is defined as the ability and behavior of individuals specifically to be proactive , adaptive , and resilient to rapid environmental changes. The results of a survey conducted by AON stated that out of 1400 organizations, only around 39% of the workforce has *agility capabilities* . high. This shows that there is still a need for increased capabilities so that organizations can face uncertain changing situations in the future.

The Indonesian National Police is an organization whose duties, responsibilities, and work processes are always changing depending on the situation. This has an impact on its members where members of the Indonesian National Police must be able to adapt to the situation. In addition, the Indonesian National Police itself is currently moving to be more advanced with the use of technology. The definition of the police itself is stated in Law No. 2 of 2002 concerning the Indonesian National Police in Article 1 number (1) which explains that the Police are all matters relating to the functions and institutions of the police in accordance with laws and regulations.

The Indonesian National Police in its implementation has the main tasks that have been stated in Article 13 of Law No. 2 of 2002 concerning the Indonesian National Police, which has the main task of maintaining public security and order, enforcing the law, and providing protection, shelter, and service to the community and law enforcement. In order to support the main tasks of the police, members of the Indonesian National Police need to improve their agility skills . The results of the literature study show a gap between what is expected and the workforce in the field according to aspects of workforce agility (WA) . Therefore, this study was conducted to be able to improve WA in POLRI members . This improvement needs to look at the antecedent factors that play a role in WA.

Asari, Sohrabi, and Reshadi explained that it takes belief in innate abilities and abilities acquired from learning outcomes to be agile . The explanation of belief in this ability is closely related to self-efficacy. Self-efficacy is also mentioned as a key variable to be able to behave agilely . Self-efficacy is an individual's belief in their ability to regulate and carry out the behavior needed to deal with stressors so as to produce certain achievements . Bandura's self-efficacy is a theoretical basis that is often used in various studies. Self -efficacy developed from Bandura's theory shows a significant role in adaptivity and resilience.

The results of previous research conducted in America stated that self-efficacy has a significant relationship with workforce agility. On the other hand, research conducted by Muduli and Pandya in India stated that competence is interpreted the same as self-efficacy , in the dimension of psychology empowerment is not significant to WA. This result shows an imbalance with the theory because agility will not be achieved without expanding knowledge, abilities, and skills, this expansion is the most influential factor in forming self-efficacy.

Based on the explanation above, WA is an important factor needed by the workforce to support the organization in facing rapid and uncertain environmental changes. WA is important for the workforce, especially members of the Indonesian National Police, because the workforce can be proactive, adaptable, and resilient in rapid, dynamic and uncertain environmental changes, including the work itself. WA itself is influenced by several factors, one of which is self-efficacy (SE). The writing of this journal is expected to be one of the references for organizations, especially organizations such as the Indonesian National Police, to develop members who are more agile towards future changes while still paying attention to factors that influence agility

METHODS

The method used in writing this journal is library *research* . According to M. Nazir in his book entitled Research Methods , library research is a data collection technique by conducting a review study of books, literature, notes, and reports that are related to the problem being solved. Danial and Warsiah added that library research is a research conducted by researchers by collecting a number of books, magazines related to the problem and research objectives.

The analysis used in writing this journal is content analysis. This analysis is an in-depth discussion of the contents of written or printed information in all forms of media. In content analysis , text tracing is more than just a study of theory and methodology, content analysis also utilizes the library sources as study materials.

RESULTS AND DISCUSSION

1. Workforce Agility

The definition of cybercrime from various literatures is often defined as a crime related to computers. The US Department of Justice defines *cybercrime as: " ...any illegal act requiring knowledge of computer technology for its perpetration, investigation, or prosecution"*. In short, cybercrime is defined as an unlawful act committed using sophisticated computer technology.

a. Definition of Workforce Agility

Workforce agility refers to the specific abilities and behaviors of individuals to be proactive , adaptive , and resilient. to rapid and unpredictable environmental changes . Research on workforce agility that has been conducted refers to the definition by Serehiy and Karwowski which states that workforce agility is the specific ability of organizational members seen from a behavioral perspective.

Workforce agility is grouped from proactivity , adaptivity , and resilience . This grouping is based on the characteristics of agile individuals from Griffin and Hesketh and Dyer and Shafer . Proactivity is seen as individual behavior to initiate activities such as anticipating, providing solutions, and problem solving. Adaptivity is seen as individual behavior to be able to change or modify their behavior in a new environment. Resilience itself is seen as individual behavior to be able to survive under pressure when there is rapid change and plans that do not go according to expectations. The previous concept has been around for a long time but is still used and is still relevant to the current context.

The concept of workforce agility according to Dyer and Shafer . views that agile individuals must have proactive , adaptive , and generative abilities . Griffin and Hesketh view that adaptive individuals are individuals who can be proactive , reactive , or tolerant . Serehiy and Karwowski use this basis and summarize it. Proactive views that individuals must have behaviors to initiate and anticipate. Adaptive and reactive are seen as behaviors that can change according to new situations or sudden changes. Generative according to Dyer and Shafer is included as adaptivity by Serehiy and Karwowski because

in it individuals must have the ability to jointly learn and teach various tasks and knowledge that are not their basic skills. Resilience itself is taken from the tolerant attitude mentioned by Griffin and Hesketh that individuals must have the ability to function effectively in stress due to change.

The latest qualitative research from Storme, Suleyman, Gotlib, and Lubart was conducted to create a consensus of workforce agility . This research has a slight difference with the concept given by Serehiy and Karwowski because this research uses a qualitative method with 11 professional participants who have experience in the workforce agility section and are selected by consultants who also understand workforce agility . Workforce agility itself is defined as the ability to adapt in a rapidly changing and unpredictable environment. The fundamental difference between agility and adaptation is that agility leads to anticipation while adaptation only focuses on reactions to change. This research itself still refers to western culture, just like the research from Serehiy and Karwowski.

Based on the description above, it can be concluded that the definition of workforce agility is the ability of individuals to adapt to the environment quickly and unpredictably with the characteristics that must be possessed, namely proactivity , adaptivity , and resilience according to the definition of Serehiy and Karwowski.

b. Workforce Agility Aspects

All written figures and tables must be explained, not containing tables or dead images. Tables and figures must be accompanied by relevant sources. The table title is placed above the table and only a horizontal line, while the figure title is placed below.

According to Serehiy and Karwowski, there are three aspects of workforce agility , namely:

1. Proactivity

Proactivity is a situation where individuals initiate activities that have a positive effect on environmental change. Examples of behavior in this aspect are anticipating problems that will occur in change, taking the initiative to carry out activities that encourage solutions to problems when changes and work improvements occur, and solutions in solving problems in change.

2. Adaptability

The second aspect is adaptivity which is the behavior of change or modification to become more suitable in a new environment. This aspect shows adaptive behavior in interpersonal and culture when dealing with people of different cultures and experiences. This aspect also shows constant behavior to learn new skills, tasks, technologies, and procedures. This adaptive behavior also shows how individuals can accept various existing roles, can change the roles they play easily, and have the ability and competence to work that can be done together in various tasks in various work groups.

3. Resilience

The third aspect is resilience which is described as the ability to function effectively under stress due to change or when the implementation of strategies for solving problems does not work well or even fails. This aspect shows a positive attitude towards change, new ideas, and new technologies. Tolerance of stressful situations, uncertain situations, unexpected situations, differences of opinion, and differences of approach. Individuals must also have an attitude that can overcome their stress in this change.

c. Factors That Have a Role in Workforce Agility

The results of several studies reveal several factors that can be a relationship and a role in workforce agility . Research from Storme, Suleyman Gotlib, and Lubart revealed that job-related curiosity , active listening , ambiguity tolerance , learning from mistakes , anticipation and planning , job self-efficacy , risk taking , and trust . All of these variables are conative variables and have a positive relationship with workforce agility . The thing that needs to be underlined from this study is the conative variable and still uses relationship analysis.

Research from Storme, Suleyman Gotlib, and Lubart stated that self-efficacy has a relationship with workforce agility that is in the high category . This study still examines the relationship stage only. Self-efficacy itself in Storme's research, et al. is part of the stages to support the emergence of agile individuals . Muduli himself stated that competence is equated with self-efficacy and has a low role in workforce agility .

General *Self-Efficacy*
a. Definition of General Self-Efficacy

Bandura stated that self-efficacy is an individual's belief in their ability to regulate and carry out the behaviors needed to deal with stressors so as to produce certain achievements. Bandura also stated that this belief can influence how individuals think, feel, motivate themselves, and act. Self-efficacy itself has three aspects, namely magnitude , strength , and generality . Bandura also stated that individuals with high self-efficacy can perform well when facing challenging tasks. Individuals will

have higher goals compared to those with low levels of self-efficacy . Individuals will have higher efforts and be persistent in facing a challenge.

Self-efficacy is more widely understood as a construct that leads to a specific domain or task . Chen, Gully, and Eden reviewed that this specific task or domain is taken from the magnitude and strength aspects . This aspect leads to motivational state while general self-efficacy itself is more towards motivational trait . General self-efficacy itself is also developed from self-efficacy from the generality aspect of Bandura. General self - efficacy is defined as an individual's belief in being able to mobilize the efforts needed to achieve success in different situations . This is due to the experience that individuals have had in mastering a particular field. Experience for mastery can be used as a reference to produce transformation towards efficacy in other fields that are different from before. General self-efficacy itself is more directed at a wider range of behavior .

b. General *Self-Efficacy* Dimension

The research that has been conducted found that the general self-efficacy scale is unidimensional . Novrianto's own research tested the construct validity of the general self-efficacy scale that has been adapted into Indonesian. This research states that the adapted items support the general self-efficacy factor and are unidimensional. This scale has also been proven valid in Indonesian. Luszczynska, et al. conducted research in Germany, Poland, and South Korea using the same scale and it is indeed unidimensional. Based on the description above, the definition based on Bandura's theory, it can be concluded that general self-efficacy is an individual's belief in being able to carry out activities needed to achieve success in different situations, this general self-efficacy is unidimensional.

2. Psychological Dynamics

Gunasekaran stated that companies can become agile by paying attention to strategy, technology, systems, and people . People are the workforce itself. The workforce or workforce to face rapid and unpredictable changes requires agility so that companies can become agile . Workforce agility is the ability and behavior of individuals specifically to be proactive, adaptive, and resilient to rapid and unpredictable environmental changes . Based on the research background, general self-efficacy is a factor that will be written. The following is an explanation of the dynamics and research framework.

General Self-Efficacy and Workforce Agility

Asari, Sohrabi, and Reshadi explained that it takes confidence in the abilities of subordinates and the abilities obtained from learning outcomes to be able to become agile . The explanation of confidence in this ability is closely related to self-efficacy . Self-efficacy itself is a variable that has a relationship to workforce. agility .

Self-efficacy is one of the variables that plays a role in workforce agility. , . The basis of this self-efficacy itself is entirely from the theory explained by Bandura , . Bandura , explains that self-efficacy has three aspects, namely magnitude , strength , and generality . Research refers that self-efficacy itself is a construct that leads to a specific domain or task , . Self-efficacy in this specific domain is generated from the dimensions of magnitude and strength . The generality dimension itself produces broader self-efficacy, namely general self-efficacy.

General self-efficacy itself is an individual's belief in their ability to make the necessary efforts to achieve success in different situations. Schwarzer and Warner explain that general self-efficacy can directly play a role in adaptivity and resilience in the workforce. Experience in one assignment can be used as a reference to face other tasks that are different from before, then from that experience, confidence can be formed in what has been done . Individuals who have low self-efficacy tend to view the experience of failure as the inability or lack of competence of the individual himself. Conversely, individuals who have high self-efficacy will view failure as a lack of effort from what has been done . Individuals who have high efficacy view failure as a lack of effort, therefore the individual will increase their efforts to solve the problem.

Research from Storme et al. revealed that self-efficacy has a positive and significant relationship with workforce agility . Individuals who have high self-efficacy will tend to be persistent and have coping with uncertain environments. Rosso et al. reviewed that individuals who feel self-efficacy tend to be proactive in the workplace. Proactiveness itself is one aspect of workforce agility .

Other studies that show a role are more directed at the terminology of competence . Competence itself is one of the dimensions of psychological empowerment . Competence itself according to Spreitzer leads to self-efficacy . This study states that the competency dimension has an insignificant role . The results of this study actually view that self-efficacy is one of the main factors in workforce agility . This is because agility will not be achieved without expanding knowledge, abilities, and skills . Expanding knowledge, abilities, and skills will shape the level of confidence of an individual . This

expansion can be used by members of the organization in various challenges or tasks faced in a dynamic environment.

Rosso, et al., reviewed that self-efficacy itself has a relationship with meaningfulness . Self-efficacy in the context of work contribution consequences can increase meaningfulness because when individuals feel they have competence or ability, individuals will feel more meaning in controlling or changing the surrounding environment. This makes individuals feel more meaningful. Self-efficacy is felt by individuals in the context of work to have more competence when individuals can overcome challenges in work. Individuals who feel more competent tend to be able to overcome obstacles from learning outcomes and develop will feel more meaning in work.

Judging from previous studies , the results of this journal writing indicate the role of GSE on WA in members of the Indonesian National Police . These results indicate that members of the Indonesian National Police who have confidence in their abilities tend to strive for all their abilities in achieving success in different situations so that their work performance is more agile . The results of this journal writing support previous research from Storme, et al. regarding the relationship between self-efficacy and WA in members in various fields in the United States. Previous research from Storme, et al. stated that the study used relationship analysis while this journal writing found that self-efficacy has a positive and significant role in WA. Self - efficacy itself is seen as a key factor in the formation of workforce agility . Thus, members of the Indonesian National Police who have high confidence in their abilities will make every effort to achieve success even though the organization makes changes to adapt to conditions and the environment.

Judging from these results, organizations or leaders in organizations can consider things that strengthen self-efficacy . Asari, Sohrabi, and Reshadi explained that it takes confidence in innate abilities and abilities obtained from learning outcomes to be agile . Some things that need to be considered to be able to increase self-efficacy are coaching , feedback , peer modeling and training development

CONCLUSION

The results of this journal writing show that GSE and MW have a role in WA in members of the Indonesian National Police . These results indicate that internal psychological factors are important factors in increasing *agility*. in members of the Indonesian National Police . Thus, members of the Indonesian National Police who have confidence in their abilities feel that they can be useful and meaningful to the surrounding environment or other people so that these individuals tend to be more proactive, adaptive, and resilient in facing rapid and uncertain changes.

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