
Implementation Of Entrepreneurial Leadership Civil State Apparatus In The New Normal Era

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ABSTRACT

The Covid-19 pandemic has changed the fabric of the world community. The public is encouraged and even forced to stay at home to prevent the spread of the corona virus outbreak. These changes have a broad impact in various sectors, be it education, tourism, trade, and public services. The old and identical way of working face-to-face is no longer relevant to policies in the new normal era. The impact caused by the Covid-19 pandemic provides challenges as well as opportunities for the government to create competent and competitive civil servants in the new normal era. Increasing competence in terms of digital technology is a must for the current State Civil Apparatus in line with the urgency of implementing e-government in providing optimal public services to the community. The government in this case as the public service actor is required to formulate new policies related to the implementation of work in this new normal era. The application of entrepreneurial leadership has begun to be carried out in the leadership of the Civil Service Apparatus as one of the strategies to deal with changes in the new normal era.

The research was conducted with a qualitative approach using a literature study. The conclusion obtained is that the application of entrepreneurial leadership in the Civil Service Apparatus is deemed necessary and needed in the public service sector in order to provide innovation and excel in providing optimal services to the community.

Keywords: Covid-19, Entrepreneurial Leadership, New Normal, Civil Service Apparatus, Public Service

1. INTRODUCTION

The Covid-19 pandemic in Indonesia has been going on since the beginning of 2020. The government is trying to take steps to handle the pandemic as well as possible so that Covid-19 does not spread and take more lives. Various strategies and policies were carried out to close the spread of Covid-19, starting from physical distancing, Large-Scale Social Restrictions (PSBB) to Restrictions on the Movement of Community Activities (PPKM). This condition has brought the government and the people of Indonesia to understand the emergence of a new normal era as a realistic response to the ongoing Covid-19 pandemic (Bramasta, 2020). Indrawati (2020) defines the new normal era as a change in human behavior to carry out activities differently from conditions before the pandemic, so that conditions that were originally considered abnormal turn into normal with new approaches and ways.

The Covid-19 pandemic has had a major impact on various sectors, including public services in the government sector. The Covid-19 pandemic has changed the pattern of services to the public that were previously conventional (face-to-face processes) to become online and digital-based (does not require a face-to-face process). Based on this description, this study aims to analyze the application of entrepreneurial leadership in the Civil Service Apparatus as public service actors in the new normal era. Kurniawan (2018) in his previous research revealed that entrepreneurial leadership is leadership that is ready to bring the organization to more advanced changes. The concept of entrepreneurial leadership is based on a leader who is able to create, identify, and take advantage of opportunities in an innovative and risk-taking way. Savitri (2019) in a previous article revealed that Entrepreneurial Leadership is, "The art of organizing and motivating a group of people to act towards achieving a common goal by managing business proactively to actualize the ideas with risk management to seek opportunities for profit". Sutanto (2021) in his previous research revealed that

entrepreneurial leadership is a new and modern type of leadership which is a combination of leadership qualities and entrepreneurial spirit.

Furthermore, research from Nofalia (2021) in his article reveals that entrepreneurial leadership is a mindset that directs organizations to be able to turn problems into opportunities that create economic and social value. Then finally there is research from Yusuf (2019) in his article stating that Entrepreneurial Leadership or entrepreneurial leadership can be said to be the ability of a leader to organize a group of people who work in his organization to achieve common goals in the organization by using a proactive entrepreneurial behavior approach with an approach to optimizing risk, innovate to take advantage of opportunities, take personal responsibility and manage change in a dynamic organizational environment for the benefit of the organization.

2. LITERATURE REVIEW

a. Entrepreneurial Leadership

Currently, simply having leadership qualities or entrepreneurial capacity is not enough to maintain the growth, development, business sustainability, and success of the company. In addition to this, business leaders must be able to look for innovation, opportunities around them and take risks. Business leaders must have leadership and entrepreneurial qualities to succeed. At this point, the concept of entrepreneurial leadership (entrepreneurial leadership) is present and needed to be an alternative solution.

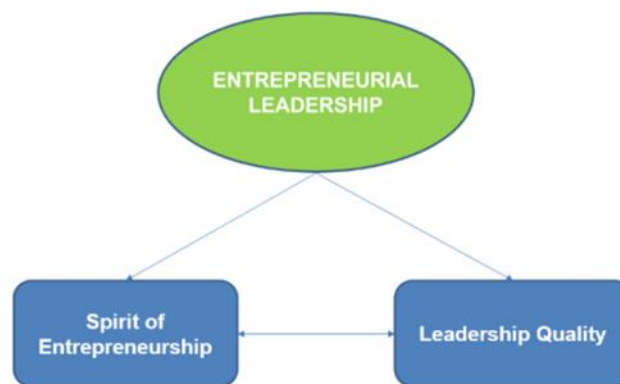


Figure 1

Components of Entrepreneurial Leadership

Entrepreneurial leadership is a new and modern type of leadership which is a combination of leadership qualities and entrepreneurial spirit (Figure 7). Moreover, entrepreneurial leadership creates new products, new processes and expands opportunities in existing businesses, works in social institutions and deals with neglected social problems, participates in social and political movements, contributes to changes in current services and policies that implemented by civil society organizations and governments. Recently, entrepreneurial leadership has become a new phenomenon in business management that needs to be discussed. Entrepreneurial leadership plays a key role in organizational success. For this reason, an effective leader in a disruptive era must possess or equip himself with entrepreneurial qualities and competencies. It can no longer be just with mediocre or conventional leadership. An entrepreneur is a person who inherits or bears or has superior attributes or characteristics or personal competencies.

b. Characteristics of Entrepreneurial Leadership

Mattare (2008) suggests that there are six main characteristics of entrepreneurial leadership. These main characteristics are described below (in Yilmaz & Görmüs, 2012; Altuntas, 2010):

- 1) Support entrepreneurial skills: Effective entrepreneurial leaders regard the human element as the source of entrepreneurial behavior and support the development of these behaviors.
- 2) Interpretation of opportunity: Entrepreneurial leaders can transmit the value of the opportunity to the general purpose of the organization or the people who benefit from the opportunity.
- 3) Protecting innovations that threaten current business models: Individuals view disruptive innovations as personal and organizational threats. An entrepreneurial leader can tell others about the potential benefits of disruptive innovation.
- 4) Questioning current business logic: Entrepreneurial leadership requires continuous questioning of the assumptions underlying the dominant logic in order to identify new value creation opportunities and ensure that the organization is positioned in a successful manner.
- 5) Review simple questions: Entrepreneurial leaders review questions about identifying opportunities and using resources needed to sustain the life of the organization, types of definition of organizational goals and achievements and relationships developed with stakeholders on an ongoing basis.

- 6) Linking entrepreneurship to strategic management: Effective entrepreneurial leaders believe that organizations must strategically possess entrepreneurial skills to create the highest value.

c. The Importance of Entrepreneurial Leadership

Entrepreneurial leadership (Entrepreneurial Leadership) is an important factor for organizational success in the disruptive era. Regardless of the type of organization. Dynamic and disruptive situations require extraordinary management and leadership. This is in line with Esmer and Dayi (2016) who stated that in today's intense and dynamic competitive business environment, company leaders and especially leaders of small-scale family companies must possess and use entrepreneurial leadership qualities to continue living, competing with competitors and develop yourself

3. RESEARCH METHOD

This research uses a qualitative approach with a literature study method. Qualitative research is more inductive than deductive and is used to describe phenomena in detail without the need to answer causality questions or show relationships between variables (Moeleng, 2010). Data collection was carried out through a literature study approach, namely the collection of information sources in the form of written sources originating from journals, articles, and books related to the object under study (Mardialis, 1999).

4. RESULTS AND DISCUSSION

Covid-19 has had a huge impact on the public service sector. In the new normal era, conventional services (using face-to-face) are replaced with online services (without using face-to-face). This of course brings difficulties and challenges for the Civil Service Apparatus as public service actors and also for the community as stockholders themselves. This requires a leadership spirit that can innovate to take advantage of opportunities, as well as take personal responsibility and manage change in these conditions. Currently, the government bureaucracy as a public service should be led by leaders who have an entrepreneurial spirit. In practice, entrepreneurial leadership must be prepared, not born. Because to be an entrepreneur leader takes time and practice to develop the figure of the leader himself and must be prepared by the government bureaucracy. Therefore, in every leadership training for every Civil Service Apparatus there is already Entrepreneurial Leadership material to equip leaders with an entrepreneurial spirit.

There are five requirements that must be met by a leader who is said to have an entrepreneurial spirit, namely:

- a. Innovator, where an entrepreneur leader is able to create innovations in all changes. As in the new normal era, a leader must be able to create innovation and creativity that is able to ensure the implementation of public services optimally, and on target, even with limited conditions without going through face-to-face services. Where will be created applications that support public services online, or other innovations that will facilitate the process of public services to the community.
- b. Opportunity Seeker, where an entrepreneur leader is able to take opportunities in all conditions that occur at any time. A leader who has an entrepreneurial spirit, even though he is a civil servant, must also be able to respond to every opportunity that is in front of him in order to provide optimal service to the community. In the new normal era, public services must still be carried out even though they are done online. Cooperation between bureaucracies must also be carried out without going through face-to-face meetings. Leaders who have an entrepreneurial spirit are able to take various opportunities that are in front of them to support the achievement of the vision and mission of the government bureaucracy that can make public services optimal, effective, and efficient.
- c. Risk Taker, where a leader dares to take risks for decisions that will be taken in the future.
- d. Resources allocator, where an entrepreneur leader has the ability to utilize existing resources, both in the form of human resources, namely the Civil Service Apparatus and other resources in the form of available facilities and infrastructure. In the new normal era, an entrepreneur leader must be able to use digital technology as a means of public service to replace face-to-face services. Management of competent and capable human resources using digital technology also requires serious attention from entrepreneurial leaders, so that online services can be created more effectively, efficiently and optimally.
- e. Decision maker, where an entrepreneur leader is the decision maker for all problems that occur in the bureaucracy that is his responsibility. The right and effective decisions must be made by this leader.

Entrepreneurial Leadership is one of the most important factors for the Civil Service Apparatus as a public service actor in supporting the success of achieving optimal public services to the community. Therefore, the entrepreneurial leadership characteristics of people in leading positions can affect the performance, continuity, effectiveness and productivity of public services, especially in the current new normal era.

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5. CONCLUSION

Along with the changing times, especially in the current new normal era, we need leaders who are also entrepreneurial (entrepreneurial leadership). A leader who meets the requirements as entrepreneurial leadership is one who has the following characteristics: 1) innovator, 2) opportunity seeker, 3) risk taker, 4) resource allocator, 5) decision maker. The application of entrepreneurial leadership in the Civil Service Apparatus is expected to be able to create optimal public services in providing services to the community and always follow the changing times, especially in the new normal era as it is today.

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