

**IMPLEMENTATION OF VISIONARY LEADERSHIP  
IN FORMING THE EXCELLENT POSITION OF THE  
INDONESIAN NATIONAL POLICE (POLRI) IN THE  
METROPOLITAN POLICE REGION**

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**Abstract**

*The visionary leadership style focuses on school principals' ability to create a forward-thinking vision for the school, driving change and setting the organization's direction. This scientific article proposes implementing visionary leadership to shape the Indonesian National Police (Polri) excellence in the Jakarta Metropolitan Police. The study uses a qualitative approach with analytical descriptive to provide a detailed overview. Primary and secondary data, collected through observation, interviews, and document studies, are used. The author validates the data using triangulation techniques. The research findings reveal that visionary leadership is performance-oriented, with a focus on designing a future vision. It encompasses three characteristics: (1) "Leading by example in front"; (2) "Creating opportunities for initiative in the middle"; and (3) "Providing support from behind." The current leadership style in the Jakarta Metropolitan Police has several weaknesses, including a military influence, an unclear vision, a lack of organizational orientation, weak managerial skills, a gap between top and low-level managers, a lavish lifestyle, and disregard for the environment. One indicator is the high number of violations by officers in 2022, including 26 disciplinary violations and 215 ethical code violations. Strategies for implementing visionary leadership in the Jakarta Metropolitan Police include defining the organizational vision, translating it into a mission, creating strategies, conducting evaluations, developing work plans, demonstrating commitment and integrity, upholding leadership ethics, and making prompt and accurate decisions.*

**Keywords:** *Community Police Officers, Community Policing, Social Conflict, Optimization*

## **1. INTRODUCTION**

In the midst of the rapid changes brought about by globalization, democratization, and technological advancements in the era of the fourth industrial revolution, the Indonesian National Police (Polri) is facing increasing expectations from the public. This is particularly evident in the current VUCA era, characterized by volatility, uncertainty, complexity, and ambiguity, where society finds itself grappling with unpredictable changes and numerous uncontrollable factors (Kotter, 1996). Globalization has not only intensified competition but has also given rise to various threats and challenges in areas such as ideology, law, economics, and socio-cultural aspects. Consequently, there is a significant demand for Polri to perform professionally, ensuring public order, enforcing the law, and maintaining peace. Additionally, Polri is expected to nurture and develop the potential and strength of the community in countering, preventing, and addressing all forms of legal violations and disturbances that may disrupt society (Yusra, 1993).

The high crime rate, low resolution rate of criminal cases, public unrest regarding security and tranquility, and the prevalence of misconduct by certain members of Polri across different regions in the country are clear indicators that Polri must continuously strive for improvement. The reform of Polri's bureaucracy, encompassing structural,

instrumental, and cultural aspects, remains an unresolved internal issue. Despite simultaneous efforts to reform these three aspects, it is evident that the cultural aspect is the most prominent weakness within Polri. This is manifested in the lack of motivation among Polri personnel to confront the various challenges inherent in their duties, ultimately resulting in a lack of public trust in the institution of Polri.

The cultural transformation that is integrated and adaptive in every member of Bhayangkara is crucial in achieving excellence, professionalism, and strong capabilities in the human resources of the Indonesian National Police (Polri), thereby gaining the trust and support of the community (Hutabarat et al., 2022). This endeavor can only be accomplished through the unwavering commitment and integrity of every individual within Polri, particularly the leaders. Therefore, it is imperative to undertake comprehensive efforts to internalize the Professional Ethics of Polri into the core of every Bhayangkara member, rooted in the embodiment of the values of Pancasila as outlined in Tribrata and Catur Prasetya.

The success or failure of an organization hinges on the quality of its human resources. This notion emphasizes that, regardless of the availability of other resources to support the existence and functioning of an organization, it will lack significance if the individuals managing it lack motivation, dedication, and integrity that align with the organizational vision. Therefore, the researcher posits that the implementation of Visionary Leadership within the ranks of Polri will be effective in cultivating and nurturing the human resources of Polri, who serve as the operational backbone of the institution at both the central and regional levels. Consequently, this can propel the Polri institution towards the realization of its established vision. Thus, this study delves deeper into the "Implementation of Visionary Leadership in Shaping the Posture of Polri Excellence in the Jakarta Metropolitan Police."

## **2. LITERATURE REVIEW**

### **2.1. Visionary Leadership**

A visionary leader possesses a set of qualities that distinguish them as a hero, particularly in terms of their courage and willingness to make sacrifices for the greater good (Southern & Bradley, 2021). This willingness to sacrifice stems from their ability to envision something valuable at the culmination of their endeavors. Moreover, a visionary leader is unafraid to take risks in order to realize their vision. Ki Hajar Dewantara, an esteemed Indonesian National Hero and widely recognized as the Father of National Education, successfully revitalized the concept of visionary leadership and dispelled misconceptions surrounding other leadership ideologies. He achieved this by emphasizing teachings rooted in Pancasila, specifically the principles of "Ing ngarso sung tulodo, Ing madyo bangun karso, Tut wuri handayani" (Ariyanti & Himsyah, 2021). Notably, the Indonesian National Police (Polri) boasts individuals who have exemplified visionary leadership, such as former Chief of Police General Pol. Hoengeng Imam Santoso.

A visionary leader is characterized by a range of traits and qualities, including a commitment to continuous learning, a mindset focused on serving others, the ability to radiate positive energy, a propensity to trust others, a perspective that views life as a challenge and adventure, the alignment of words with actions, and an unwavering dedication to pursuing higher achievements.

## **2.2. Human Resources**

Human Resources (HR) plays a vital role within an organization, as it has the potential to greatly enhance the effectiveness and efficiency of the entire entity (Simamora, 2016). HR encompasses the cognitive and physical abilities possessed by individuals, which are influenced by both genetics and the environment. Motivated by their desire for personal satisfaction, these human resources work towards achieving their goals.

Unlike other resources, human resources possess intellect, emotions, skills, knowledge, and creativity. Each individual's role within their environment is closely tied to their personal development and potential to contribute to the growth, nurturing, and sustainable improvement of society. The primary function of human resources is to increase productivity, thereby supporting the organization in its quest for competitiveness and goal attainment.

Given the significance of human resources, it is imperative for the management of Polri's workforce to be efficient and effective. As stated by Hasibuan (2016), human resources management involves the science and art of organizing the relationships and roles of employees in a manner that effectively and efficiently helps the company, its employees, and the community achieve their respective goals. The functions of HRM encompass various aspects such as planning, organizing, directing, controlling, acquiring, developing, compensating, integrating, maintaining, disciplining, and terminating.

## **2.3. Code of Ethics of the Polri Profession**

The utilization of visionary leadership techniques by a leader to influence subordinates towards the organization's accomplishments encompasses various aspects (Jannah et al., 2021). These include the leader's adherence to professional ethics and etiquette, understanding and addressing the needs and motivations of individuals, comprehending group dynamics, effective communication, proficient decision-making abilities, and adept discussion skills. By examining these categories, a noteworthy correlation between leadership techniques and the Code of Professional Ethics of the organization where the leader operates becomes apparent. Ethical codes essentially serve as guidelines and regulations derived from aspirations and endeavors aimed at realizing those aspirations.

The Code of Ethics of the Polri Profession comprises norms and rules that establish the ethical and philosophical foundation concerning the conduct and speech of Polri members in relation to what is required, prohibited, appropriate, or inappropriate in the execution of their duties, authorities, and responsibilities (Mustika & Suwandi, 2022). If the Polri Code of Professional Ethics is effectively and correctly implemented, it will assist Polri in resolving its daily challenges. The police will be able to accurately determine the rightness or wrongness of their actions while carrying out their duties. Whether they should accept or reject payment for their work is explicitly stated in their oath of office. With the presence of a code of ethics, professional attitudes and exemplary behavior will be readily apparent and evident when decisions are made. Similarly, the performance of police duties will be more focused, coordinated, and yield maximum benefits and support from the community.

### 3. RESEARCH METHODS

The research was conducted using a descriptive analysis method, which involved the author observing and documenting the phenomena and facts related to the existing issues in the field. Following this, the author proceeded to discuss and analyze these facts using appropriate concepts and theories in order to address the problems at hand.

### 4. RESULTS AND DISCUSSION

#### 4.1. Human Resources (HR) Condition of the Jakarta Metropolitan Regional Police (Polda Metro Jaya)

The Jakarta Metropolitan Regional Police, also known as Polda Metro Jaya, holds a significant position within the Indonesian National Police, as it oversees the capital city area of DKI Jakarta and its surrounding regions, including Tangerang City, South Tangerang City, Depok City, Bekasi City, and Bekasi Regency. This unique jurisdiction grants Polda Metro Jaya a special A+ classification, distinguishing it from other Regional Police forces. With a responsibility to ensure the safety and security of over 25,634,934 residents within its jurisdiction, Polda Metro Jaya faces numerous challenges that necessitate exceptional performance from its personnel. These challenges not only require a sufficient quantity of personnel but also demand a high level of quality in their execution of duties.

**Table 1. Data on the Number of Personnel of the Jakarta Metropolitan Regional Police in 2022**

No	Position	DSP (List of Personnel Composition)	RiIL	Gap
1	PATI: <i>Perwira Tinggi</i> (High-ranking officer)	2	2	0
2	PAMEN: <i>Perwira Menengah</i> (Middle-ranking officer)	476	474	-2
3	PAMA: <i>Perwira Menengah Atas</i> (Senior Middle-ranking officer)	1081	1257	176
4	BA: <i>Bintara</i> (Non-commissioned officer)	10242	11848	1606
5	PNS: <i>Pegawai Negeri Sipil</i> (Civil Servant)	930	580	-350
	Total	12731	14161	1430

Source: HR Bureau of Polda Metro Jaya in 2022

In regards to quantity, the personnel count of Polda Metro Jaya has been met, with an additional 1,430 individuals (11.2%) exceeding the required number. The total number of DSP stands at 12,731 people, while the RiIL count reaches 14,161 people. However, when it comes to quality, Polda Metro Jaya still falls short in terms of meeting the superior posture, as evidenced by the significant number of irregularities or violations committed by its members.

**Table 2. Data on Violations of Members of Polda Metro Jaya**

No	Type of Violation	Years		
		2020	2021	2022
1	Disciplinary Violations	233	165	248
2	Code of Ethics Violations	420	604	687
3	Criminal Offenses	1	11	0
<b>Total</b>		654	780	935

Source: Bidpropam Polda Metro Jaya Year 2022

The Jakarta Metropolitan Police (Polda Metro Jaya) has witnessed a steady rise in violations committed by its members over the years. The year 2022 marked the highest occurrence of such violations, with a staggering 935 cases reported. This represents a significant increase of approximately 19.8% compared to the previous year, 2021. Similarly, in 2021, there was a notable surge in violations compared to 2020, with an additional 126 cases reported, reflecting a rise of 19.2%.

**Table 3. Data on Discipline Violations of Polda Metro Jaya Members**

No	Position	Years		
		2020	2021	2022
1	PAMEN: <i>Perwira Menengah</i> (Middle-ranking officer)	1	5	3
2	PAMA: <i>Perwira Menengah Atas</i> (Senior Middle-ranking officer)	14	23	23
3	BINTARA (Non-commissioned officer)	214	137	220
4	TAMTAMA: Enlisted personnel	4	-	2
5	PNS: <i>Pegawai Negeri Sipil</i> (Civil Servant)	-	-	-
<b>Total</b>		233	165	248

Source: Bidpropam Polda Metro Jaya Year 2022

The Bintara class of the Metro Jaya Regional Police dominates the occurrence of disciplinary violations, as evidenced by an 83-case increase or approximately 50.3% in 2022 compared to the previous year. Conversely, there was a decrease of 68 cases (29.1%) in 2021 compared to 2020. This situation suggests that one of the factors hindering the establishment of a superior image for the Metro Jaya Regional Police or the realization of their esteemed position is the irregularities or violations committed by personnel at the Bintara level.

**Table 4. Data on Code of Ethics Violations of Members of Polda Metro Jaya**

No	Position	Years		
		2020	2021	2022
1	PAMEN: <i>Perwira Menengah</i> (Middle-ranking officer)	15	23	39
2	PAMA: <i>Perwira Menengah Atas</i> (Senior Middle-ranking officer)	71	128	176
3	BINTARA (Non-commissioned officer)	333	451	469
4	TAMTAMA (Enlisted personnel)	1	1	2
5	PNS: <i>Pegawai Negeri Sipil</i> (Civil Servant)	-	1	1
<b>Total</b>		420	604	687

Source: Bidpropam Polda Metro Jaya Year 2022

There was a similar occurrence with regards to breaches of the code of ethics among members of Polda Metro Jaya. Specifically, within the non-commissioned officer rank category, there was a consistent rise in the number of cases each year. In 2021, there was a surge of 184 cases, which accounted for approximately 43.8% increase compared to the previous year, 2020. Subsequently, in 2022, there was a further escalation of 83 cases, representing a 13.7% rise.

**Table 5. Data on Criminal Offenses of Polda Metro Jaya Members**

No	Position	Years		
		2020	2021	2022
1	PAMEN: <i>Perwira Menengah</i> (Middle-ranking officer)	-	1	-
2	PAMA: <i>Perwira Menengah Atas</i> (Senior Middle-ranking officer)	-	3	-
3	BINTARA (Non-commissioned officer)	1	7	-
4	TAMTAMA (Enlisted personnel)	-	-	-
5	PNS: <i>Pegawai Negeri Sipil</i> (Civil Servant)	-	-	-
<b>Total</b>		1	11	0

Source: Bidpropam Polda Metro Jaya Year 2022

The data presented reveals that the number of violations of the law committed by personnel from Polda Metro Jaya has experienced a significant increase in 2021, with a rise of either 10 or 100% in cases. However, in 2022, these violations decreased to zero. It is noteworthy that the non-commissioned officer rank group continues to dominate in these offenses.

Based on this information, it can be concluded that the majority of violators in disciplinary, code of ethics, and criminal offenses at Polda Metro Jaya belong to the Non-Commissioned Officer rank group on an annual basis. Non-Commissioned Officers are individuals who actively engage with the community, working closely with them to

address and communicate various security issues. Consequently, if a Non-Commissioned Officer fails to demonstrate good attitudes, ethics, and morals while carrying out their primary duties, it will significantly impact the level of public trust in the Police. This aspect serves as an evaluation criterion to cultivate a superior Polri posture, which includes the recruitment of prospective Polri members who prioritize the principles of Clean, Transparent, Accountable, and Humanist (BETAH).

Regarding sanctions, Polda Metro Jaya consistently implements the strictest penalties, such as PTDH (Dismissals with Disgraceful Discharge), to address these violations.

**Table 6. Dismissals with Disgraceful Discharge Data for Indonesian National Police (Polri) / Civil Servants (PNS) Members in the Jakarta Metropolitan Regional Police (Polda Metro Jaya) Based on Rank for the Year 2022**

No	Dismissal with Disgraceful Discharge (PTDH) Cases	Positions				Total	Information's
		PA	BA	TA	PNS		
1.	CRIME						1. Traffic Police Department: 2
	a. Drug Abuse		4			4	2. Criminal Investigation Department: 1
	b. Theft						3. Vital Object Security Department: 1
	c. Fraud/Embezzlement	1	1			2	4. Mobile Brigade: 4
	d. Adultery/Rape		1			1	5. North Jakarta Metropolitan Police: 6
	e. Corruption						6. East Jakarta Metropolitan Police: 3
	f. Counterfeiting Money						7. South Jakarta Metropolitan Police: 1
	g. Murder						8. Tangerang City Metropolitan Police: 2
	h. Domestic Violence (KDRT) / marrying without the permission of the first wife and without the permission of the leader		1			1	9. Bekasi City Metropolitan Police: 4
	i. Kidnapping						10. Bekasi Metropolitan Police: 2
							11. Depok Metropolitan Police: 3
							12. Soekarno-Hatta Airport Metropolitan Police: 1
							13. North Tanjung Priok Police Resort: 6
							14. Thousand Islands Police Resort: 2
2.	Leaving duty/Dissertion		29	2		31	15. South Tangerang Police Resort: 2
	<b>Total</b>	<b>1</b>	<b>37</b>	<b>2</b>		<b>40</b>	

Source: Bidpropam Polda Metro Jaya Year 2022

In the year 2022, a total of forty individuals belonging to the National Police force have been subjected to the disciplinary measure known as Dismissal with Disgraceful Discharge or “PTDH”, primarily affecting the Non-Commissioned Officers within their ranks. This particular sanction serves as a demonstration of the leadership's unwavering commitment to taking decisive action against any member of the Police or the Civil Servant (PNS) who has been proven to have committed an offense. Its purpose is to serve as a deterrent not only for the offender but also for other members of the Police, discouraging them from engaging in similar misconduct.

The aforementioned data highlights a range of irregularities committed by members of the Indonesian National Police (Polri), particularly those serving in the Jakarta Metropolitan Police (Polda Metro Jaya). These irregularities indicate that the conduct of Polri members in fulfilling their primary responsibilities has failed to exhibit the expected level of professionalism and adherence to the principles of the Police force. Consequently, various violations, including disciplinary breaches, breaches of the code of ethics, and even criminal offenses, have occurred. Such actions clearly contradict the moral and ethical standards that should be upheld, thereby falling short of public expectations and the requirements outlined in Law No. 2 of 2002.

#### **4.2. Weaknesses of Police Leadership in Polda Metro Jaya**

Napoleon Bonaparte, a renowned French military and political figure during the revolution, once articulated a metaphorical statement asserting that "There are no bad soldiers, only bad officers" (Scott, 1858). This metaphorical expression implies that the triumph of a collective or organization is contingent upon its leadership and those who lead it. Conversely, subordinates serve as an "extension" of the leader's vision, strategies, and policies, thereby implementing them.

The dearth of visionary leaders we currently face can be largely attributed to ineffective ideologies ingrained in the nation's endeavors to cultivate leadership qualities among the younger generation. Numerous ineffective or misguided notions persist, such as the belief that leaders must unconditionally conform to the desires of their constituents, that leadership is solely confined to holding formal leadership positions, and the notion that a leader must be widely recognized as such. In reality, visionary leaders may at times need to take measures that appear undemocratic. Furthermore, they are not preoccupied with occupying a leadership position or being acknowledged as leaders by the public.

The author's observation highlights the existence of various weaknesses in the leadership patterns within the Jakarta Metropolitan Police (Polda Metro Jaya) presently. These weaknesses encompass a military-style approach to leadership, a lack of a clearly defined and measurable vision for the future, a deficiency in organizational orientation, inadequate managerial capabilities, ego-centric leadership tendencies, a disparity between top managers and low managers, an over-ambitious mindset, inclinations towards a 'power syndrome' or an insatiable thirst for power, a penchant for a luxurious lifestyle, non-compliance with established systems, indifference towards the environment, and the presence of leaders with 'abnormal' traits such as feelings of inferiority, a tendency to excessively flatter superiors for personal gain, and insincerity (Terry et al., 2010).

The diverse leadership styles, despite their individual weaknesses, can significantly influence the occurrence of behavioral and psychological deviations, as well as social deviations, among subordinate members (Kartono, 2010). Furthermore, the presence of interest-driven patterns within Polri, such as the appointment of individuals to strategic positions without considering their competency, can disrupt the overall functioning of the organization. These weaknesses serve as clear indications of the leader's lack of commitment, ethical leadership, and even visionary qualities.

#### 4.3. Implementation of Visionary Leadership in Creating a Superior Police Posture

Visionary leadership can serve as a role model for the type of leadership implemented in the Jakarta Metropolitan Police (Polda Metro Jaya). The basic principles of visionary leadership are as follows:

1. *Ing ngarso sungtulodo* (Leading by example in front)

A leader must be an example for their followers. Therefore, a visionary leader must be willing to compel their people through temporary sacrifices to achieve better results. In this sacrifice, the leader must demonstrate that they are also willing to make sacrifices. As expressed by Mr. Hoegeng, "complete tasks with honesty, because we can still eat rice with salt." For example, a Police Chief who possesses visionary leadership does not only demand sacrifices from the members under their command but also sets an example by willingly forgoing their usual income for the sake of unity and exemplariness. By setting a good example, visionary leaders can motivate their followers to make sacrifices for a higher good.

2. *Ing Madyo Mangun Karso* (Creating opportunities for initiative in the middle)

Visionary leaders do not necessarily have to hold a leadership position. The term "leader" has its roots in the word "lead," meaning those who lead and guide others toward a goal. An exemplary demonstration of this is seen in the heroes who reject positions of authority to stay closer to their people. Prince Diponegoro's refusal to ascend to the throne, as desired by his father (Sri Sultan Hamengku Buwono III), is an illustration. This decision allowed him to connect more freely with his people and ultimately garnered support in his fight against the Dutch.

In the professional setting, every member of the Indonesian National Police (Polri) may not always have the opportunity to become a leader as expected. However, as individuals with a visionary leadership spirit, even if not in a leadership position, they remain enthusiastic in their work and contributions, providing inspiration to colleagues in their work environment. For instance, a dedicated staff member who works tirelessly day and night, investing energy, time, and thought to support the operations of a regional police station, upholding the principles of a visionary leader, even if they do not eventually become the Police Chief in that location, contributes initiative and sacrifice for the organization's benefit.

3. *Tut wuri handayani*, (Providing support from behind)

Visionary leaders must understand that sometimes not leading at all is an act of leadership. As explained above, leadership means guiding toward a goal. An example illustrating this concept is the delegation of tasks from a Police Chief to a designated staff member responsible for organizing an event at the police station. This delegation demonstrates that the wheels of leadership are turning, from top to bottom. A unit leader directing their members toward an agreed-upon vision serves as a mentor to their subordinates. If all leaders care for their subordinates, provide advice and guidance in daily life sincerely, and do not obstruct the younger generation from gaining the knowledge they should acquire, then the Indonesian National Police (Polri) will become an exemplary institution and, in turn, regain the trust of the public.

To summarize, visionary leadership encompasses various qualities such as risk-taking, accountability, optimism, perseverance, assertiveness, effective communication, organizational abilities, inspiration, open-mindedness, and innovation. As a result, individuals aspiring to become visionary leaders must exhibit consistency, enhance their

communication skills, foster empathy, and actively apply or evaluate the vision they have formulated.

The concept of visionary leadership aligns closely with the crystallization of values found in the Professional Ethics of the Indonesian National Police (Wijayanti et al., 2022). These ethics serve as a set of norms or guidelines that assist officers in determining the ethicality of their personal conduct. By embracing visionary leadership, police officers gain a profound understanding of the fundamental principles of Police Ethics, which act as an ideal framework for their behavior in service. This understanding strengthens their convictions, enabling them to make sound decisions in every situation. Leadership and ethics are rooted in the deep integrity of an individual's soul and conscience, forming the bedrock of the genuine morality upheld by the Professional Ethics of the Indonesian National Police (Alamsyah & Putra, 2023).

The visionary leadership style assists an organization in developing a vision for organizational change, ensuring a set of relevant perspectives on the future (Fransiska et al., 2020). Therefore, in the researcher's view, visionary leadership can be implemented in the Jakarta Metropolitan Police by taking the following steps:

1. Determine the organizational vision based on observations of task challenges, regional characteristics, member aspirations, and developments in the strategic environment, then detail and socialize the vision to all members so that it can be understood, comprehended, and practiced.
2. Elaborate the organizational vision into a flexible (not rigid) and simple organizational mission, making it easy to implement in achieving goals.
3. Develop effective and efficient strategies for short, medium, and long-term goals to achieve the established vision and mission.
4. Evaluate the successes and failures as a determination for the next feedback.
5. Create monthly, semester, and annual work plans focused on the established vision and mission.
6. Possess strong commitment and integrity in carrying out leadership responsibilities.
7. Adhere to leadership ethics (contained in the Professional Ethics of the Indonesian National Police).
8. Be able to make quick and accurate decisions when the organization faces critical issues.

## **5. CONCLUSION**

Based on the research conducted by the above researcher, the following conclusions can be drawn:

Visionary leadership is leadership whose main focus is on establishing a vision designed for the future, characterized by: (1) *Ing ngarso sung tulodo* (Leading by example in front); (2) *Ing Madyo Mangun Karso* (Creating opportunities for initiative in the middle); and (3) *Tut wuri handayani* (Providing support from behind). The leadership style applied in the Jakarta Metropolitan Police (Polda Metro Jaya) still has many weaknesses, starting from the military impression, an immeasurable vision, lack of organizational orientation, weak managerial skills, a gap between Top Managers and Low Managers, a luxurious lifestyle, and environmental indifference. One reinforcing

indicator is the high number of violations by middle and first-level officers in 2022, such as 26 personnel disciplinary violations and 215 personnel ethical code violations.

Strategies that can be implemented in applying visionary leadership in the Jakarta Metropolitan Police include defining the organizational vision, elaborating the vision into a mission, developing strategies, conducting evaluations, creating work plans, having commitment and integrity, possessing leadership ethics, and being able to make quick and accurate decisions.

As for recommendations based on findings, including implementing Visionary leadership style rooted in Pancasila and local wisdom through education, development, and training, instilling commitment and leadership ethics contained in the professional ethics of the Indonesian National Police (Polri) to all leaders in the Jakarta Metropolitan Police, from first-level officers to middle-level officers. Implementing visionary leadership in the Jakarta Metropolitan Police through the declaration of vision, mission, strategies, and organizational work programs for each unit leader according to the characteristics of task challenges and the strategic environment.

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