



## Integrating Pancasila Ethics in Leadership in the VUCA Era

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ABSTRACT	ARTICLE INFO
<p>The purpose of this research is to examine the urgency of Pancasila ethics in leadership in the VUCA era. This research is qualitative research with a literary approach. Researchers conducted a literature review of various literature based on keywords appropriate to the research study. The research steps are as follows: 1) Determining keywords based on the focus of the research study; 2) Search for literature via Google Scholar then reduce it, analyze it and draw conclusions according to the research focus. Leaders who have the Pancasila ethic will always adhere to the values of divinity, humanity, unity, people and social justice, which are universal values and are needed in every era, including in facing the current VUCA era. Integrating Pancasila leadership ethics in the VUCA era can include; a) integrating character education based on Pancasila values in every curricular and extracurricular learning; b) building leadership skills with project-based learning that is directly related to overcoming problems that occur in the community; c) cultivating digital citizenship literacy to build abilities in managing various information, so as to gain positive global insights and filter out negative impacts; d) Making the educational environment a democratic laboratory that promotes a space for self-actualization that is inclusive, collaborative and stimulates the development of various responsible leadership skills.</p> <p>© 2023 Jurnal Civicus</p>	<p><b>Article History:</b> <i>Submitted/Received : 01 Jun 2023</i> <i>First Revised : 27 Nov 2023</i> <i>Accepted : 29 Oct 2023</i> <i>First Available online : 30 Nov 2023</i> <i>Publication Date : 16 Dec 2023</i></p> <hr/> <p><b>Keyword:</b> <i>Ethics,</i> <i>Leadership,</i> <i>Pancasila,</i> <i>VUCA.</i></p>

## **1. INTRODUCTION**

Leadership, ethics and social responsibility are important in realizing organizational goals. Moreover, in the current era of life which is often in contact with VUCA (Volatility, Uncertainty, Complexity, Ambiguity). VUCA is a term originally created by the American military to describe the geo-political situation at that time ([Syamsurizal, et al, 2023](#)). Society is faced with conditions where large-scale changes occur (volatility), difficulty in making accurate predictions (uncertainty), the complexity of challenges due to various interrelated factors (complexity), and the uncertainty of an event and its chain of consequences (ambiguity). This VUCA era causes various challenges such as economic uncertainty, work challenges, political uncertainty, health uncertainty, environmental challenges, mental and emotional health, as well as data security and privacy.

A concrete example of this era is the Covid-19 pandemic which was completely unpredictable, caused chaos and forced a faster leap towards change ([Mukhlisah, 2021](#)). Thus causing changes in various aspects of life, be it education, health, work or government. The International Monetary Fund (IMF) stated that the coronavirus pandemic damaged the world economy worse than previously released estimates. The IMF now predicts that world economic output this year will shrink by almost 5% or almost 2% worse than the estimates released ([Putri, et al, 2021](#)). One problem then has an impact on other problems such as layoffs, unemployment, poverty and health problems. Then, based on data from UNESCO in 2020, it was stated that the Covid-19 pandemic had threatened 577 million students in the world. The total number of students potentially at risk from pre-primary to senior secondary education is 577,305,660. Meanwhile, the number of students who are potentially at risk from higher education is 86,034,287 people ([Meutia, 2020](#)). In the midst of this volatility, the world of education is required to adapt quickly to digital learning tools and models. This is a big and unpredictable change, especially in developing countries that have not previously implemented digital learning.

The VUCA era is no longer a real threat with weapons. However, there is a potential attack on ethics and integrity. Facing the challenges of the VUCA era, world leaders, including political leaders, companies and various organizations must be able to integrate leadership ethics and social responsibility that are able to respond to the various voltages, uncertainties, complexities and ambiguities that occur in this era. A leader needs to adapt by always learning, coming up with new ideas, responding to change appropriately productive, and innovate ([Budiharto, et al., 2019](#)). Ethics that are in accordance with Pancasila values can be a guide in building leadership success in the VUCA Era. Pancasila is the philosophy of the Indonesian people which serves as a guideline in the life of society, nation and state ([Kirom, 2011](#)). The core principles of Pancasila are the norms and benchmarks for state, social and individual activities ([Ibrahim, 2015](#)). Human actions are considered moral (ethical) or have ethical values, if they meet the standards of Pancasila. Likewise, in leadership in the VUCA era, Pancasila ethics are important for national leaders to internalize so that they are not easily shaken by rapid changes and have a direction in realizing social welfare in accordance with Pancasila values.

## **2. METHODS**

This research is qualitative research with a literary approach. Researchers conducted a literature review of various literature based on keywords appropriate to the research study. ([Snyder, 2019](#)) defines a literature review as a research process that tries to collect, filter, and assess a number of expert summaries contained in the text. Literature study is needed as a

way to understand new phenomena that occur that cannot yet be understood ([Permadi, et al, 2021](#)). Literature reviews serve as a foundation for many types of research because their findings can be used to understand how knowledge has developed as a source of inspiration for policymaking, to spark the development of ideas, and as a guide for research in specific fields. The resulting findings can be used as a reference in carrying out further development and research. The research steps are as follows: 1) Determining keywords based on the focus of the research study; 2) Search for literature via Google Scholar then reduce it, analyze it and draw conclusions according to the research focus.

### 3. RESULTS AND DISCUSSION

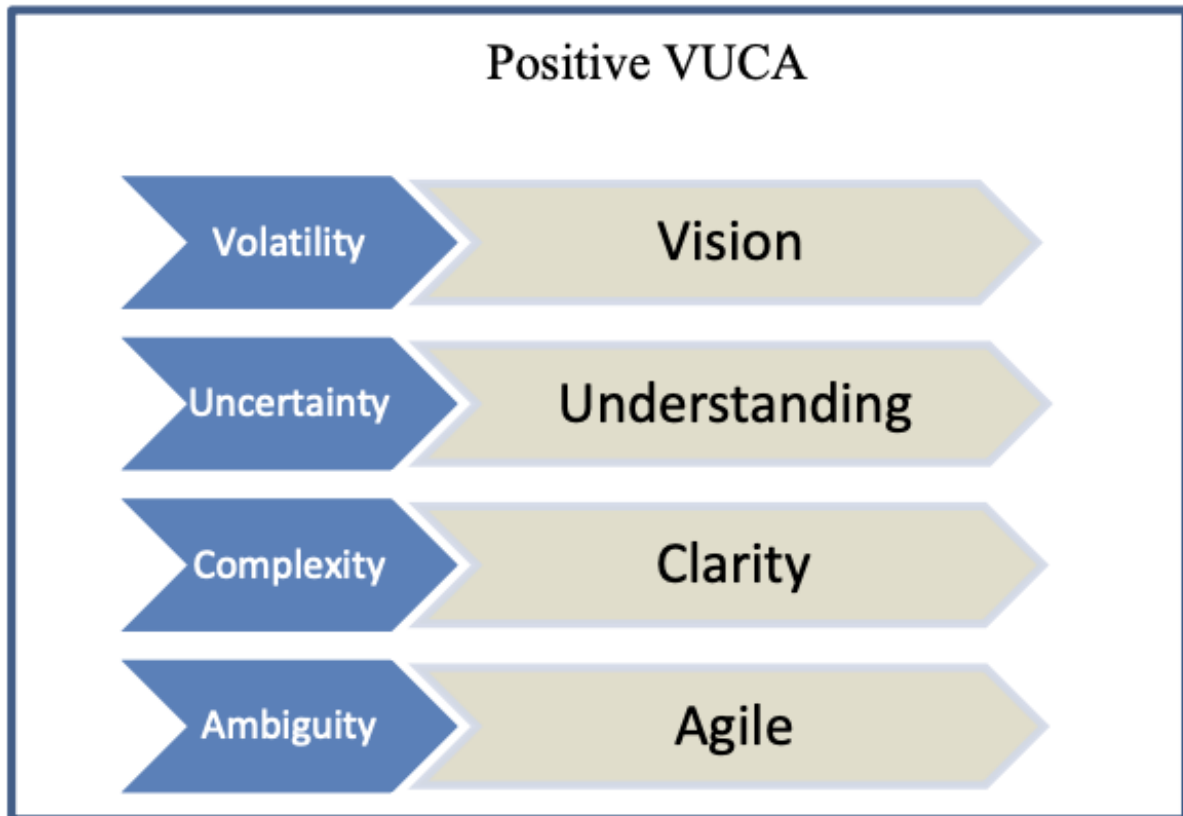
#### 3.1 Leadership Challenges in the VUCA Era

Leadership is an art, ability, technique in making other people or groups follow and comply with whatever is desired and make them enthusiastic about following it. Leadership touches various aspects of human life such as way of life, job opportunities, society and state ([Rai, et al, 2022](#)). One of the leadership challenges that must be faced in the current era is VUCA. VUCA is an abbreviation of Volatility, Uncertainty, Complexity and Ambiguity which describes the situation in the world today. This term was originally coined by the American military to describe the geo-political situation at that time. However, because of the similarity in meaning, the term VUCA is now being adopted by the business world and the public sector ([Firmansyah & Fahrani, 2019](#)). The VUCA era also illustrates the rapid progress of technology which demands management changes greatly fast ([Aribowo & Wirapraja, 2018](#)). In facing a world of volatility, uncertainty, complexity, ambiguity (VUCA), the world is faced with various challenges as follows:

- (i). Economic uncertainty, such as unexpected economic fluctuations that can affect people's jobs, investments, savings and financial stability.
- (ii). Work Challenges, where the world of work is becoming more unstable with temporary work contracts, part-time jobs, and rapid technological changes. This can impact job security and the quality of life of workers.
- (iii). Political Uncertainty, rapid political change, geopolitical instability, and policy uncertainty can affect people's human rights, peace, and civil liberties.
- (iv). Health uncertainty, such as disease outbreaks, environmental changes, and other global health threats can affect people's well-being. A concrete example is the COVID-19 pandemic as a lesson in how the VUCA era can give rise to significant health uncertainty.
- (v). Environmental challenges, such as climate change and environmental degradation, so that society must look for ways to reduce negative impacts and adapt to uncertain environmental changes.
- (vi). Mental and Emotional, the VUCA era can create mental and emotional stress on individuals. Uncertainty, rapid change and external pressures can impact mental and emotional well-being.
- (vii). Technology and Privacy, on the one hand technological advances bring great benefits, but on the other hand they raise problems related to privacy and data security. People must face the challenge of protecting their personal information from cyber threats and surveillance.

Leadership plays an important role in facing these challenges and maximizing the potential to achieve success. To deal with VUCA, it is necessary sensitivity, adaptivity, and understanding constructive ([Rath, et al., 2021](#)). A leader in the VUCA era must be able to be optimistic and interpret the VUCA era positively. Leaders cannot use old methods to face current developments ([Fridayani, 2021](#)). So leaders must have various knowledge and skills

intellectually and emotionally to face various possibilities that can occur. **Figure 1** : Leaders Make the Future: Ten New Leadership Skills for an Uncertain World, Bob Johansen in [\(Manders, 2014\)](#) reminds us that the VUCA era can be interpreted positively, namely with VUCA Prime: Vision, Understanding, Clarity and Agility



**Figure 1. Positive VUCA**  
**Source: Bob Johansen (2012)**

First, voltage conditions can be overcome by leaders who have a focused vision and are able to take into account various possibilities that may occur in the future so that the government, organization or company they lead will be able to continue running even if there are obstacles ahead. Second, from the vision of a strong and focused leader, he can change "uncertainty" into "understanding" so that all team members will have the same mindset. Leaders can bring a harmonious understanding to all members in contributing to the success of the organization. Third, "complexity" situations can be overcome with "clarity". Leaders can build clarity through discipline which will foster a professional attitude. Fourth, 'ambiguity' can be overcome with 'agility'. Johansen in [\(Manders, 2014\)](#) Leaders must be able to be adaptive and responsive in facing changes and new developments that suddenly emerge.

### 3.2 Pancasila Ethics in Building Leadership in the VUCA Era

In developing the ability to build vision, understanding, clarity and agility in overcoming voltage, uncertainty, complexity and ambiguity, of course a leader, besides having to continuously improve his knowledge and skills, must also have good ethics. Ethics that are in accordance with Pancasila values can be a guide in building leadership success in the VUCA Era. Etymologically, ethics comes from the Greek word "ethos" which means custom or character [\(Hulaimi, et al., 2017\)](#). This word is identical to the origin of the word moral from the Latin "Mos" (plural is Mores) which also means custom or way of life [\(Tanyid, 2014\)](#). Ethics

relates to human behavior to act correctly. So ethics always tends towards good deeds ([Setiawan & Fauzi, 2019](#)). Meanwhile, Pancasila is the core of the character of the Indonesian nation. Pancasila is the basic and fundamental norm of the Indonesian state which is important to internalize in a leader's personality as an ideal foundation. The importance of an ideal foundation for the greatness of a nation is emphasized by Gardner who believes "no nation can achieve greatness unless it believes in something, and unless that something has moral dimensions to sustain a great civilization" ([Khotimah, 2020](#)).

Pancasila ethics in leadership means that leaders have ethics in accordance with Pancasila values in their leadership. Pancasila values are a set of morals and ethics for society, nation and state ([Adha & Susanto, 2020](#)). Leaders who have the Pancasila ethic will always adhere to the values of divinity, humanity, unity, people and social justice, which are universal values and are needed in every era, including in facing the current VUCA era. Pancasila values are actually an instrument to ward off various multidimensional crises. According to ([Permady, et al., 2021](#)) an ideal leader in accordance with Pancasila values is expected to meet the following criteria:

- (i). A person who is devoted to God Almighty;
- (ii). Someone who upholds just and civilized human values;
- (iii). Someone who has a high sense of Indonesian unity without differentiating people based on certain interests;
- (iv). Someone who is able to develop the spirit of deliberation/consensus well in the interests of the nation and state; and
- (v). Someone who is capable of developing national development to achieve social justice for all Indonesian people.

The leader's success in internalizing these values will lead to resilience in facing various challenges and always being able to be oriented towards realizing people's welfare.

Meanwhile, according to Gunawan (2012), Pancasila, as the core character of the Indonesian nation, contains five pillars of character, namely:

- (i). Transcendence, realizing that humans are the creation of God Almighty. From Him will arise servitude solely to God. This awareness also means understanding one's own existence and the natural surroundings so as to be able to prosper;
- (ii). Humanization, every human being is essentially equal before God except for piety and knowledge which differentiates them, humans are created as subjects who have potential;
- (iii). Diversity, awareness that there are many differences in the world, however, being able to take similarities to grow strength;
- (iv). Liberation, liberation from the oppression of fellow humans, therefore the colonization of humans by humans is not justified; and
- (v). Justice, which is the key to prosperity, fair does not mean equal, but proportional.

Leaders who are able to internalize and actualize the values of the nation's character will also be able to become role models for civilization.

Based on this explanation, Pancasila values are relevant values in building leadership in the VUCA era. Pancasila ethics are crucial to be integrated into VUCA era leadership. In the midst of the dynamic development of the contemporary strategic environment which is increasingly multi-level dimensional ([Mulyadi & Prakoso, 2021](#)). Integrating Pancasila ethics in leadership is a process that must be continuously integrated into education which is tasked with preparing future leaders. The implementation of education and learning must refer to exemplary, moral and ethical principles in accordance with the nation's philosophy of life based on Pancasila. Through education, it is hoped that quality human resources (HR) will be

born that have morals and individual, social, institutional and global accountability which will lead to an independent, advanced, just and prosperous Indonesia. Integrating Pancasila leadership ethics in the VUCA era can include; a) integrating character education based on Pancasila values in every curricular and extracurricular learning; b) building leadership skills with project-based learning that is directly related to overcoming problems that occur in the community; c) cultivating digital citizenship literacy to build internal capabilities

#### **4. CONCLUSION**

In facing an era that intersects with VUCA (Volatility, Uncertainty, Complexity, Ambiguity), leaders are needed who can face it optimistically and interpret it positively by having vision, understanding, clarity and agility. values that are relevant in building leadership in the VUCA era. Pancasila Ethics becomes crucial to be integrated in leadership in the VUCA era. Integrating Pancasila ethics in leadership is a process that must be continuously integrated into education which is tasked with preparing future leaders. The implementation of education and learning must refer to exemplary, moral and ethical principles in accordance with philosophy national life based on Pancasila. Integrating Pancasila leadership ethics in the VUCA era can include: a) integrating character education based on Pancasila values in every curricular and extracurricular learning; b) building leadership skills with project-based learning that is directly related to overcoming problems that occur in the community; c) cultivating digital citizenship literacy to build abilities in managing various information, so as to gain positive global insights and filter out negative impacts; d) Making the educational environment a democratic laboratory that promotes a space for self-actualization that is inclusive, collaborative and stimulates the development of various responsible leadership skills.

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#### **6. AUTHORS' NOTE**

This journal article was written based on research conducted through the study of various literature based on the focus of the study initiated by the author, and is free from plagiarism.

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