THE INFLUENCE OF AMBIDEXTROUS LEADERSHIP, INTER-AGENCY RELATIONSHIP MANAGEMENT, AND INFORMATION TECHNOLOGY ADOPTION IN STRATEGIC ALLIANCES TO IMPROVE ORGANIZATIONAL PERFORMANCE OF BAKAMLA RI
(A Case Study in the Malacca Strait)

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ABSTRACT
The performance of Bakamla's national patrol strategic alliances directly influences ambidextrous leadership, inter-agency relationships, information technology adoption, and government policy. The leadership issues at Bakamla are ambidextrous in nature because Bakamla serves as a coordinating agency that constantly faces paradoxical situations when dealing with stakeholders, each with their own sectoral interests. Bakamla has faced constant criticism regarding the lack of improvement in organizational performance. Bakamla must urgently improve itself, considering its relatively young age, and it is necessary to implement managerial reforms to enhance its performance. This is increasingly urgent as the potential for crime and maritime violations grows due to both the misuse of technological advancements and geopolitical dynamics in Southeast Asia. The research conducted is a combination of quantitative and qualitative methods, which are valuable tools for testing theories, presenting facts, explaining statistics, demonstrating relationships among variables, and developing concepts, understandings, interviews, and other elements. Qualitative data from respondents within Bakamla indicate that the Organizational Performance is significantly influenced by government policy, ambidextrous leadership, inter-agency relations, technology adoption, and strategic alliances, even exceeding the achievement targets communicated by the Head of the Indonesian Maritime Security Agency (Bakamla), Rear Admiral TNI Irvansyah, who stated that the performance allowance received by the agency ranged from a minimum of 47%. This success is attributed to Bakamla's programs of Monitoring, Controlling, and Surveillance.

Keywords: Ambidex, Leadership, Bakamla RI, Malacca Strait

INTRODUCTION

Bakamla (The Indonesian Maritime Security Agency) is a state institution tasked with managing and ensuring maritime security across Indonesia's vast territorial waters. It operates through three maritime zones: the Western Maritime Zone based in Batam, the Central Maritime Zone in Manado, and the Eastern Maritime Zone in

Ambon. Bakamla is headed by a three-star admiral. Its operations are grounded in Law No. 32 of 2014 on Maritime Affairs, which provides the legal framework for maritime security and safety operations in Indonesian waters.

In the context of safeguarding the Malacca Strait, Bakamla plays a significant role as a maritime security stakeholder. The Malacca Strait is a highly trafficked maritime route, accommodating vessels with diverse interests, including commercial and communication needs. Additionally, the strait is frequently traversed by military ships from various nations. This underscores the necessity for Bakamla to possess robust operational capabilities to ensure its patrol units have a tangible and positive impact on maintaining the security of these critical waters.

Since its establishment in 2014, Bakamla has consistently faced criticism for its suboptimal performance. For example, the Indonesia Ocean Justice Initiative has highlighted Bakamla's limited effectiveness, noting that although some foreign vessels violating maritime security laws have been apprehended, a significantly greater number have managed to evade capture.

Numerous potential factors influence Bakamla's organizational performance, which can be categorized into empirical factors and theoretical factors.

These include internal, external, and managerial factors that orchestrate the dynamics between internal and external elements. Internal factors encompass aspects such as mindset, organizational commitment, culture, learning capacity, employee competence, human resource management, and the adoption of information technology. External factors involve public satisfaction, strong relationships with stakeholders, and knowledge-based support for the organization. Managerial factors, particularly leadership style, play a critical role in coordinating internal and external relations within organizational operations and are recognized as significant drivers of performance.

Theoretical factors include IT adoption, inter-agency relations, and leadership. Although Bakamla has established the Maritime Hazard Information Management Office (KPIML) to detect maritime hazards, including legal violations by vessels, the information systems used are still less sophisticated than those employed by offenders. For instance, if violators disable their Automatic Identification System (AIS), their vessels become undetectable, forcing Bakamla to conduct direct field monitoring.

Additionally, these systems are not integrated with other stakeholders, highlighting ongoing issues with interconnectivity and information-sharing among stakeholders. Therefore, a robust IT adoption procedure is essential to enhance Bakamla's performance.

The issue of inter-agency relations is reflected in Bakamla's 2020–2024 Strategic Plan. The section addressing Bakamla's external challenges notes that the most significant issue in its external environment is the suboptimal collaboration on maritime security and safety (kamlamla) between Bakamla and other maritime stakeholders.

In terms of leadership, Bakamla, as a coordinating agency, often faces a paradoxical situation when dealing with stakeholders who exhibit sectoral egos. As a result, Bakamla's leadership approach should align with ambidextrous leadership, which balances conflicting priorities effectively.

A study conducted by Hardinata et al. (2023) in the context of Natuna found that Bakamla remains ineffective and inefficient in carrying out its oversight duties. The agency was also assessed as weak in terms of adequacy, responsiveness, equity, and accuracy in its tasks.

Furthermore, Pashya and Gozali (2023) highlighted that Bakamla's performance issues have been a focus of concern for the Indonesian House of Representatives (DPR RI) during its institutional performance evaluations.

RESEARCH AND METHODOLOGY

After determining the materials and tools, the researcher needs a method to process the data, which involves applying a research methodology. The researcher employed a quantitative research approach, using questionnaire distribution as a measurement tool. Quantitative research is aimed at testing theories, presenting facts, explaining statistics, identifying relationships between variables, and developing concepts, understanding, and other aspects.

In addition to quantitative methods, qualitative methods, such as interviews, were also used. This approach enables the researcher to gain deeper insights (bits of knowledge) into a phenomenon or problem (Prof. Dr. Ir. Raihan, 2017).

RESULT

This study sampled 196 respondents from a total population of 1,201 Bakamla RI personnel in 2022. The sample represents approximately 16% of the total personnel. The sampling was designed to ensure representation from each of Bakamla's operational regions, allowing for the generalization and extrapolation of conclusions.

Table: Bakamla Work Units

No.	Work Unit	Bureau/Dir/Bid	Division/Sub-Directorate/Sub-Bid	Section/Sub-Section	Ttl
1	Main Sekretariat	3	10	30	43
2	Deputy for Policy and Strategy	3	9	12	24
3	Deputy for Operations and Training	3	9	18	30
4	Deputy for Information, Legal Affairs, and Cooperation	3	9	18	30
5	Inspectorate	1	0	0	1
6	Western Maritime Zone Office	2	6	2	10
7	Central Maritime Zone Office	2	6	2	10
8	Eastern Maritime Zone Office	2	6	2	10
9	Heads of Each Work Unit				8
10	State Ships				30
	Total				196

Source: Bakamla (2022)

In this section, the researcher discusses the independent variables (ambidextrous leadership, inter-agency relationship management, and information technology adoption) and the dependent variables (strategic alliances and Bakamla's performance). Based on this, the data collected from the distributed questionnaires, which were answered by the respondents, need to be tested for normality to ensure that there are no deviating items or unnecessary questions. Afterward, a normality test is conducted using the Structural Equation Modeling (SEM) Partial Least Squares (PLS) method with Smart PLS software, followed by a reliability test.

Table: Normality Test Results

Variabel	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Ambidextrous Leadership	.068	116	.200[*]	.991	116	**.683**
Inter-Agency Relations	.112	116	.001	.952	116	**.000**
IT Adoption	.140	116	.000	.969	116	**.009**
Strategic Alliances	.127	116	.000	.969	116	**.009**

Government Policy	.091	116	.020	.973	116	**.018**
Bakamla Organizational Performance	**.086**	**116**	**.034**	**.968**	**116**	.008

If the data from the table is interpreted based on the normality test criteria, where a significance value less than 0.05 indicates non-normal distribution and a significance value greater than 0.05 indicates normal distribution, then after analyzing the table above, the significance values for each variable—Ambidextrous Leadership, Inter-Agency Relations, IT Adoption, Strategic Alliances, Government Policy, and Bakamla's Performance—are all greater than 0.05, indicating that the data follows a normal distribution. Therefore, after the normality test, the next step is to conduct a reliability test.

Table: Reliability Test

Dimensi	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's alpha if item deleted
Eksplorasi (0,698)				
KA10	8.11	1.83	0,478	0,652
KA13	8,31	1,53	0,575	0,526
KA14	7,97	1,94	0,499	0,629
keterbukaan (0,658)				
KA02	8,00	1,90	0,545	0,464
KA03	8,15	1,77	0,517	0,500
KA04	7.77	2,35	0,36	0,694
regulasi ekonomi (0,696).				
KP1	8,07	1,60	0,485	0,627
KP2	7,99	1,85	0,578	0,517
KP3	8,18	1,94	0,461	0,645

After testing for normality and reliability, the researcher proceeded to hypothesis testing on the data, yielding the following results:

The hypothesis that ambidextrous leadership positively influences the performance of strategic alliances is accepted. The analysis shows that ambidextrous leadership has a positive effect, with a coefficient of 0.140, T-value = 2.07 ($p < 0.05$). Leaders capable of balancing exploitation and exploration in decision-making can enhance the performance of Bakamla's strategic alliances.

Inter-agency relations have a significant positive influence on the performance of strategic alliances, with a coefficient of 0.447, T-value = 6.019 ($p < 0.05$). Strong

relationships between agencies improve coordination, cooperation, and trust among institutions, ultimately enhancing strategic alliance performance.

The adoption of information technology (IT) also positively affects the performance of strategic alliances, with a coefficient of 0.332, T-value = 5.19 ($p < 0.05$). Information technology strengthens coordination and communication between institutions, positively impacting strategic alliance performance.

The hypothesis that ambidextrous leadership positively influences Bakamla's organizational performance is rejected. The analysis shows no significant relationship between ambidextrous leadership and organizational performance, with a coefficient of 0.074, T-value = 1.026 ($p > 0.05$).

Inter-agency relations also do not show a significant influence on Bakamla's organizational performance, with a coefficient of 0.063, T-value = 0.667 ($p > 0.05$).

The hypothesis that IT adoption influences Bakamla's organizational performance is also rejected, with a coefficient of 0.075, T-value = 0.866 ($p > 0.05$).

The performance of strategic alliances significantly influences Bakamla's organizational performance, with a coefficient of 0.478, T-value = 4.944 ($p < 0.05$).

The performance of strategic alliances mediates the influence of ambidextrous leadership, inter-agency relations, and IT adoption on Bakamla's organizational performance. Full mediation occurs for these three variables, indicating that ambidextrous leadership, inter-agency relations, and IT adoption affect organizational performance through the performance of strategic alliances.

RESEARCH FINDING

Based on the results of hypothesis testing regarding ambidextrous leadership, inter-agency relations, and IT adoption on strategic alliances, the data indicate a positive influence on the performance of strategic alliances, which can be considered accepted. This means each independent variable significantly impacts the dependent variable, thereby improving Bakamla's strategic alliance performance.

However, the hypothesis testing results for ambidextrous leadership, inter-agency relations, and IT adoption on Bakamla's organizational performance indicate a positive influence but are considered rejected. This suggests that the analysis shows no direct significant relationship between the independent variables and the dependent variable when using SEM-PLS.

The significant improvement in strategic alliances that enhances Bakamla's organizational performance is reflected in the Monitoring, Controlling, and Surveillance program implemented by Bakamla. This program has effectively reduced criminal activities in Indonesia's waters, particularly in the Malacca Strait. It is worth noting that in a hearing with the Indonesian House of Representatives (DPR RI), the head of

Bakamla explained that their performance allowance is only 47 percent. Despite this minimal performance incentive, Bakamla personnel have demonstrated commendable performance, achieving a 69 percent operational effectiveness rate.

This is evidenced by the significant reduction in various maritime crimes: piracy cases decreased by 76 percent, marine pollution incidents by 70 percent, human smuggling by 90 percent, illegal fishing by 75 percent, illegal logging by 85 percent, and the improvement of maritime order by 85 percent. This enhanced maritime security in Indonesian waters has significantly reduced state losses.

Bakamla's success serves as an indicator that the variables of ambidextrous leadership, inter-agency relations, and IT adoption positively correlate with the performance of strategic alliances and Bakamla's organizational performance. Ambidextrous leadership, inter-agency relations, and IT adoption have a significant direct influence on strategic alliances. Meanwhile, these variables exert an indirect influence on Bakamla's organizational performance.

CONCLUSION

Ambidextrous leadership, inter-agency relations, and IT adoption have a positive influence on the performance of strategic alliances, serving as a program to improve Bakamla's organizational performance. The program in question is supported by quantitative data derived from surveys distributed to Bakamla personnel and subsequent data processing, which indicate an increase in Bakamla's performance achievements from 47% to 65%.

This result confirms that ambidextrous leadership, inter-agency relations, and IT adoption positively impact the performance of strategic alliances, ultimately enhancing Bakamla's organizational performance.

The improvement in Bakamla's organizational performance occurred following the implementation of its Monitoring, Controlling, and Surveillance program. This initiative enabled Bakamla to significantly reduce crime rates in Indonesia's territorial waters, particularly in the Malacca Strait.

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