# Analysis of the Learning Organization in the Presidential Security Forces in the Implementation of VVIP Security Operations

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**Abstract**

VVIP security challenges are becoming increasingly complex and dynamic in the era of globalization and rapid technological change. This research aims to analyze how the Presidential Security Detail (Paspampres) can adapt to these changes through the application of the concept of a learning organization, specifically the five key disciplines proposed by Senge (1997). Through a qualitative approach, this study collected data through interviews and the study of related literature. The results show that by applying the principles of a learning organization, the Paspampres can improve its effectiveness in carrying out VVIP security duties. This research emphasizes the importance of adaptation and continuous learning in ensuring VVIP security amid constant security challenges. The implications of this research are for the improvement of VVIP security in Indonesia through a more adaptive and learning-oriented approach.

***Keywords:*** *Knowledge Management, Learning Organization, Organizational Theory, Secret Service.*

## A. INTRODUCTION

In the era of globalization and rapid development of information technology, security has become one of the top priorities for many countries. Especially in the context of securing a Very Important Person (VVIP), the challenges faced by security teams such as the Presidential Security Detail (Paspampres) are becoming increasingly complex. In addition to ensuring the physical security of VVIPs, the Paspampres is also faced with the demand to maintain a balance between security and the close relationship between VVIPs and the public (Putra et al., 2022; Sormin & Prisgunanto, 2021).

The President and Vice President are important figures in a country, representing the will and sovereignty of the people. They are the main architects of state policy and, as such, require special protection. In Indonesia, these two officials, along with other state guests of equivalent status, are labeled as Very-Very Important Person (VVIP). Given the importance of their roles, there is a need to have a specialized unit that focuses on their security. The Presidential Security Forces (Paspampres) is the entity within the Indonesian National Army (TNI) that has this specialized task (Putra et al., 2022).

As the Head of State and Government, the President has a crucial role in running the government. They not only represent the symbol of the country but also

play an important role in maintaining political and economic stability. Any threat to their safety or that of other VVIP guests can have serious implications, including affecting diplomatic relations and even

Potentially sparking conflict. Therefore, the Secret Service must have the highest standards of professionalism.

The Paspampres consist of individuals selected from various military backgrounds, including the Army, Navy, and Air Force. They are elite soldiers who come from specialized units such as Kopassus, Raider, Kostrad, Marine, and Kopasgat. Their selection process involves a series of tests that assess their physical, mental,l and intellectual capabilities. The aim is to ensure that they are ready for VVIP security duties.

In carrying out its duties, the Paspampres must balance the need for security with the leader's need to interact with the people. While security is a priority, it is impossible to completely separate the leader from his people, especially in a democratic system. Therefore, there is a need for the Secret Service to continuously learn and adapt to the changing environment and demands of the job. This makes an analysis of how the Secret Service as a learning organization in the context of VVIP security highly relevant.

VVIP security is not just about protecting individuals from physical threats but also ensuring that VVIPs can carry out their duties and responsibilities effectively. This includes ensuring that VVIPs can interact with the public, media, and other stakeholders unhindered while still ensuring their safety. Therefore, a rigid and overly restrictive approach to security can hinder the effectiveness of VVIPs in carrying out their duties.

In this context, the concept of a learning organization becomes very relevant. A learning organization is an organization that is able to adapt to environmental changes in a fast and effective way. Through a continuous learning process, these organizations are able to identify and respond to new challenges in innovative ways. In the context of VVIP security, this means that the Paspampres must continue to learn from past experiences, as well as anticipate and respond to new challenges that may arise in the future. Using the concept of a learning organization as a lens to understand how the Secret Service adapts to the demands and work environment of VVIP security is highly relevant. This concept emphasizes the importance of adaptation and continuous transformation in organizations to meet the needs of a changing environment. As described by Senge (1997), indicators of organizational success can be seen from its ability to transform into a learning organization. In his view, a learning organization is a place where individuals can continuously improve their capabilities to achieve desired results. In such an environment, individuals are empowered to innovate, share ideas, and learn together.

Senge (1997) identified five key disciplines that support the concept of a learning organization:

1. Systems Thinking: This is concerned with viewing the organization as a whole and understanding how each part interacts with each other.

2. Personal Mastery: This emphasizes the importance of self-development and enhancement of individual capabilities.
3. Mental Models: This relates to understanding and reflecting on the assumptions and beliefs that influence an individual's actions.
4. Shared Vision: This emphasizes the importance of having a shared vision that is communicated and shared across the organization.
5. Team Learning: This emphasizes the importance of learning together as a team and sharing knowledge.

These concepts suggest that learning and adaptation are key to organizational success in a dynamic environment. Fiol & Lyles (1985) define a learning organization as an entity that improves its actions through deeper understanding and knowledge. Meanwhile, Huber (1991) emphasizes how a learning organization processes information to positively influence individual behavior.

Basically, a learning organization is an entity that can generate, acquire, and distribute knowledge and adjust its actions based on newly acquired insights and ideas. There are five key elements in a learning organization, namely: analyzing problems with structured methods, trying approaches that have never been done before, learning from one's own experiences and past events, understanding the success and effective methods of others, and disseminating information widely and effectively throughout the entity. (Henderson, 2004).

So, what is the reason why organizations must transform into learning organizations? This is because today's organizations face increasing challenges, where they are not only expected to continuously learn, innovate, and adapt but also to act in a way that is ethical, sustainable, and considerate of the interests of the various parties involved. In short, there is an increasing expectation that organizations act with wisdom. The central tenet of organizational learning lies in the idea that not just the individual, but the organization as a whole can undergo a learning process so that it can adjust and evolve to achieve success. (Rowley & Gibbs, 2008).

Ahmad et al. (2020) emphasized the importance of integration between cybersecurity management and incident response to facilitate organizational learning. This research shows how organizational learning can improve awareness of security risks, compilation of threat intelligence, elimination of defects in security defenses, evaluation of security defense logic, and enhanced security response. In addition, with the development of information technology, threats to VVIP security come not only from the physical world but also from the digital world. Voronin et al. (2021) discussed how economic security control can be improved by using machine learning in the information space of the digital economy. Veljovski & Dojchinovski (2016) also highlight the importance of organizational learning and knowledge transfer for efficient defense and security systems.

Studies relating to the Paspampres and VVIP security duties are limited, especially in international publications. At the national level, only one relevant study was found, namely by Arinuryadi (2018), which focused on strategies to improve the capabilities of Paspampres soldiers in protecting the President and Vice President of

Indonesia. The research shows that training for Paspampres members has not been optimal, although overall, they are ready for duty. In addition, there is a need for equipment updates to support security duties.

A study from Sormin & Prisgunanto (2021) highlights that the Paspampres have special competencies compared to other units. As VVIP guards, they must have superior thinking and introspection skills. The Secret Service consists of elite soldiers with special qualifications to carry out their duties.Agathaa et al. (2022) emphasized the importance of maintaining and improving the technical capabilities of Paspampres soldiers. They suggested the application of

Good management in improving soldiers' capabilities, including planning, organization, training, and evaluation of capabilities.

Another analysis from Putra et al. (2022) focused on the relationship between training, morale, and work productivity of the Paspampres in Group A. The results showed that low productivity can increase the risk to VVIP security. The results showed that low productivity can increase the risk to VVIP security. The security duties of the Secret Service are comparable to providing the best service in the right situation. While some of these studies highlight the importance of Paspampres competency development, no specific research has addressed "The organization of learning in the presidential security forces in the implementation of VVIP security operations."

In a world of constant change and uncertainty, the ability to learn and adapt to changing environments is key to success. For the Paspampres, this means that they must continuously learn from past experiences, as well as anticipate and respond to new challenges that may arise in the future. In doing so, they can ensure the security of VVIPs while still ensuring that VVIPs can interact with society in a positive way.

The main objective of this research is to understand how the concept of a learning organization is applied in the Presidential Security Forces (Paspampres) when carrying out VVIP security operations. In the era of democracy in Indonesia, direct presidential elections have strengthened the emotional connection between the leader and the people. This relationship does not end after the election but continues throughout the leader's tenure. Therefore, the Paspampresare is currently faced with the challenge of ensuring VVIP security while maintaining the closeness of the leader to the people.

In this context, learning organization theory offers a relevant framework for understanding how the Secret Service can adapt to changing work demands and environments. The concept emphasizes the importance of continuous learning and adapting to meet organizational needs. In this study, the five key disciplines of the learning organization theory proposed by Senge (1997) will be used as an analytical framework. Using this framework, this research will understand how the Paspampres, as an organization, can continuously learn and adapt to changing demands and work environments.

## B. METHODS

This research was conducted using a qualitative approach to understand and deepen the phenomenon being studied. This qualitative approach allows researchers to understand certain phenomena from the perspective of participants, especially regarding how the Paspampres adapt to the demands and work environment when carrying out VVIP security operations.

The main source of data in this research came from purposive interviews. This purposive technique ensures that the respondents interviewed have relevance and depth of information regarding the topic being researched. These interviews were designed to gain in-depth information and a better understanding of the research topic.

In addition, secondary data was also collected to support and validate the findings from the interviews. These secondary data sources include scientific articles, online media, and other sources relevant to the research topic. The combination of primary data through interviews and Secondary data from relevant sources ensures that this research has the depth and richness of information to achieve its research objectives.

## C. RESULTS AND DISCUSSION

### 1. The Secret Service as a Learning Organization

Paspampres, or Presidential Security Forces, is an elite unit tasked with securing VVIPs in Indonesia, especially the President and Vice President. As a unit with great responsibility, the Paspampres requires personnel who are reliable, qualified, and have specialized skills. (Putra et al., 2022; Sormin & Prisgunanto, 2021). The Secret Service is a symbol of reliability and professionalism in the field of VVIP security in Indonesia. Paspampres personnel are selected through a rigorous selection, where not all TNI members can qualify and have the desired qualifications. This makes Paspampres personnel superior and selected individuals. They are trained in shooting, martial arts, physical excellence, good personality, and stable health and psychology. In addition, the ability to cooperate between personnel is highly emphasized, given their duties that require good coordination and quick response.

Work productivity is one of the things that is highly emphasized in the Paspampres. A study shows that training and morale affect the work productivity of Paspampres members in Group A. The training provided aims to improve the capabilities of personnel, while high morale will increase their work productivity. In carrying out its duties, the Secret Service is also faced with the challenge of maintaining a balance between VVIP security and the interests of heads of state and government who need to maintain a close relationship with the community. (Putra et al., 2022). This is a challenge in itself, considering that a good relationship between the leader and the people is not only established during the campaign but also after the leader is elected.

As part of its efforts to improve the quality of its personnel, the Secret Service also focuses on logistics management. Logistical support, both in the form of supplies

and materials, is very important to support the successful implementation of security duties. Therefore, logistics management is carried out as well as possible to ensure all personnel needs are met.

TNI soldiers who serve as Paspampres are required to always be ready to carry out their duties, given the dynamics of security threats that continue to evolve. Their ability to guard important state figures must always be improved. This demands continuous capacity building from members of the Paspampres. According to Michaud (2018) improving soldiers' capabilities is now not only an internal nee, but also a societal demand. The increased capacity of soldiers will enable them to carry out various missions, both at the national and international levels. To achieve this standard, the government must set high-performance expectations for soldiers, which are in line with public expectations.

In response to such expectations, military leaders may design strategies involving training, doctrine development, and organizational structure, as suggested by Michaud (2018). Soldier capacity building also involves cooperation with civilian entities, depending on the security context. The Canadian Armed Forces (CAF) defines capacity building as improving a country's capabilities in various aspects, while the US Army has similar terminology but different names.

Tamas (2006) sees the capacity building of soldiers to prepare them to deal with diverse threats. He emphasizes the importance of building on an existing base, rather than starting from scratch. Capacity building encompasses various government strategies to improve performance in terms of human resources, organizational structure, and institutional reform. From a military institutional perspective, adequate military capacity is needed to ensure security and development go hand in hand. In the operational context, adequate training and equipment for military actors are essential to maintain their reputation and effectiveness in carrying out security tasks, as explained by Bergmann (2019).

In the context of a learning organization, the Secret Service is expected to continue learning and adapting to changes that occur. Through continuous training and coaching, the Secret Service is expected to improve its ability to face various challenges and ensure VVIP security in Indonesia. Thus, the Paspampres is a VVIP security unit that has a great responsibility in maintaining the security and safety of state leaders. Through rigorous selection, continuous training, and adequate logistical support, the Paspampres is committed to providing the best in carrying out its duties.

The Paspampres have a great responsibility to protect VVIPs, including the President, Vice President, and other state guests. This task reflects the TNI's responsibilities as stipulated in Indonesian Law No. 34 of 2004. Given the enormous risks involved in their duties, Paspampres soldiers must have a high level of professionalism, dedication a,nd skill. The slightest mistake can have fatal consequences, so intensive and rigorous training is an absolute requirement. In recruiting Paspampres personnel, the government conducts a strict selection to ensure only the most qualified individuals are accepted. This selection covers various aspects, ranging from shooting ability, self-defense, and physical endurance to mental

readiness. All these aspects are important to ensure that the Paspampres can carry out their duties perfectly.

One important aspect of Secret Service readiness is instinct. In psychology, instinct is defined as basic behavior that arises naturally from within humans. This concept was introduced by Sigmund Freud, who argued that humans have basic instincts that drive their various behaviors. In the context of the Secret Service, these instincts are important because they can help them in critical situations. The Secret Service consists of various military backgrounds, from Kopassus to Marines. Despite coming from different units, they all have in common a dedication and commitment to protecting VVIPs. They are trained to work in a uniform manner, with unity of thought and action, to be able to carry out their duties effectively.

Adaptation to change is one of the keys to success in any organization, including the Paspampres. In the context of the Secret Service, this adaptation relates not only to changes in technology or security tactics, but also to social, political, and cultural changes that occur in society. The following is a further explanation of how the Secret Service must adapt to the changes that continue to occur in the future (Putra et al., 2022; Sormin & Prisgunanto, 2021):

a. Technological Changes: With the rapid advancement of technology, security threats are also increasingly diverse. From cyber threats to the use of drones for reconnaissance activities, the Secret Service must keep up to date with the latest technology. This requires ongoing training for its personnel as well as investment in the latest security equipment and technology.
b. Socio-Political Dynamics: Indonesia, as a democracy, is always experiencing socio-political dynamics. The Secret Service must be able to understand and anticipate potential threats arising from these dynamics, such as rallies or demonstrations that could potentially threaten VVIP security.
c. Changing Security Culture: The global security culture is constantly evolving. Concepts such as "soft security" or a more humanistic approach to security are becoming increasingly popular. The Secret Service must be able to adopt these new approaches without compromising the effectiveness of its security duties.
d. Interaction with the Community: As mentioned earlier, the relationship between the leader and the community is becoming increasingly close. The Secret Service must be able to bridge the need for security with the need for social interaction between the leader and the community. This requires a more flexible and humane approach to performing duties.
e. Collaboration with Other Units: In the face of increasingly complex security threats, collaboration between the Secret Service and other security units, both at the national and international levels, is becoming increasingly important. This requires good communication and coordination skills.
f. Continuous Education and Training: To ensure that the Secret Service is always prepared for change, continuous education and training is key. This is not just training in physical security, but also soft skills training such as communication, negotiation, and cultural understanding.

Thus, adaptation to change is not an option, but a necessity for the Paspampres. Through this adaptation, the Secret Service is expected to continue to carry out its duties effectively and efficiently, while maintaining public trust in their integrity and professionalism.

**2. Implementation of Learning Organization Concepts in the Secret Service**

Adaptation is one of the keys to success in carrying out tasks, especially for the Secret Service, which has a great responsibility in maintaining VVIP security. In this context, the theory of learning organizations proposed by Senge (1997) provides valuable guidance on how the Secret Service can adapt to the changes that are constantly occurring. The following is an explanation of the adaptations that the Secret Service needs to make with reference to the five main disciplines of the theory (Flood, 1998; P. M. Senge, 1993; P. M. Senge, 1997):

a. System Thinking

In the context of the Paspampres, systems thinking, which is one of the main disciplines of the learning organization theory proposed by Senge (1997), plays an important role. This concept emphasizes the importance of viewing the organization as an interrelated whole, where each part has an impact on the other parts and on the system.

Every action taken by the Paspampres, whether in training, security operations or interactions with the public, has a widespread impact. For example, a decision to increase security in a particular area can affect relations with the local community or even security dynamics in other areas. Therefore, it is imperative for the Paspampres to think about the long-term impact of every decision and action they take. It is not just about addressing short-term issues, but also ensuring that the actions support the long-term goals of the organization.

Security is not just about dealing with visible threats. It's also about understanding the relationship between different elements, such as the relationship between the Paspampres, the public and the VVIPs they protect. With a holistic approach, the Secret Service can understand how changes or actions in one area can affect another. For example, improving security in one place may require additional resources from other areas or may affect the public's perception of the Secret Service.

The world of security is a dynamic one, where threats and challenges are constantly changing. Therefore, it is crucial for the Secret Service to not only react to individual incidents but also to identify patterns and trends in security threats. By identifying patterns, the Paspampres can be more proactive in responding to threats and ensure that they are always prepared for any challenges that may arise in the future. By applying systems thinking, the Secret Service will be better equipped to adapt to changes and challenges they may face in the future, ensuring that they remain effective in carrying out their duties and can provide the best protection for VVIPs and the public at large.

b. Personal Mastery

Personal mastery is one of the key disciplines in the theory of learning organizations proposed by Senge (1997) and has relevance in the context of the Secret Service. It emphasizes the importance of individual growth and learning as the foundation for organizational learning. In a dynamic and challenging environment such as that faced by the Paspampres, the ability of each member to continuously learn and adapt is crucial.

A personal commitment to continuous learning and self-improvement is the essence of personal mastery. Every member of the Paspampres must understand that the world of security is constantly changing, and to remain relevant and effective, they must constantly update their knowledge and skills. This is not just about formal training, but also about having curiosity, self-awareness, and a willingness to learn from daily experiences.

Furthermore, having a clear vision of what one wants to achieve is a key component of personal mastery. For the Paspampres, this could mean having a clear understanding of their role within the broader context of national security, as well as the personal goals they set for themselves in their career. With this vision, they can navigate challenges more effectively and make decisions that are aligned with their long-term goals.

Finally, the ability to reflect on personal actions and decisions, and learn from mistakes, is another important aspect of personal mastery. In the security world, mistakes can have serious consequences. However, mistakes are also opportunities to learn and grow. By reflecting on what has happened, identifying what could have been done differently, and applying those lessons in the future, members of the Paspampres can continuously improve their performance and make a greater contribution to the organization. In the context of the Paspampres, personal mastery is not only aboutindividual success but also about the overall success of the organization in carrying out its crucial mission.

c. Mental Model

Mental models refer to the frameworks, assumptions, and beliefs we use to make sense of the world around us. In the context of the Paspampres, understanding and developing effective mental models is crucial for adaptation and success in carrying out complex and dynamic security tasks. The Paspampres, as the frontline of VVIP security, are often faced with situations that require quick decisions based on limited information. Therefore, it is imperative that they continuously examine and challenge their personal assumptions and beliefs about how the world works. Unchecked assumptions can influence their decisions and actions, and in the context of security, misinterpretations can have serious consequences.

Critical thinking skills are an asset in stressful and uncertain environments. Paspampres must be able to evaluate information quickly and accurately from multiple sources, distinguish between fact and opinion, and identify potential biases or errors in the information they receive. In an increasingly complex world, where

security threats can come from multiple sources and are often multidimensional, the ability to think critically and make informed decisions is key to success.

In addition, the world of security is constantly changing, and approaches or tactics that worked in the past may no longer be relevant or effective in the future. Therefore, the Secret Service must adopt an approach that is open to new ideas and approaches. They must be willing to learn from experience, both personal and that of others, and change the way they think, and act based on new information and experiences. In other words, cognitive flexibility, and the ability to adapt to change are key components of an effective mental model.

In the context of the Paspampres, developing and maintaining appropriate mental models not only enhances individual effectiveness but also improves the organization's overall ability to respond to changing security challenges. As an organization, the Paspampres must commit to supporting the development of effective mental models among its members through ongoing training, education, and reflection.

d. Shared Vision

Shared vision is one of the key pillars in the theory of learning organizations proposed by Senge (1997). In the context of the Paspampres, having a shared vision is essential to ensure that all members of the organization are moving in the same direction and working towards the same goals. Building a shared vision of what the Paspampres want to achieve in the long term is not an easy task, but it is essential. This vision should reflect the collective aspirations of the organization's members and provide direction for future actions and decisions. With a clear and inspiring vision, the Paspampres can motivate its members to fully commit to their duties and responsibilities.

However, having a vision is not enough. It is important to ensure that all members of the Paspampres have the same understanding of the organization's purpose.

and mission. This ensures that there are no gaps or ambiguities in the interpretation of the vision. Each member must understand their part in achieving the shared vision and how their contribution affects the overall organization. Furthermore, to achieve the shared vision, collaboration and communication between members is key. The Paspampres is a complex organization with various units and specializations. Therefore, it is important for members from different units to communicate effectively, share information and work together to achieve a common goal. Encouraging collaboration not only improves efficiency and effectiveness but also builds a sense of community and cohesiveness among members.

In the context of VVIP security, where challenges and threats are constantly changing, having a strong shared vision and commitment to achieving it is essential. With a shared vision, the Paspampres can adapt to change, overcome challenges, and ensure that they are always ready to carry out their duties effectively and efficiently.

e. Team Learning

In the context of the Secret Service, team learning is particularly important given the complexity of their duties and responsibilities. As an organization responsible for VVIP security, every action and decision taken by the Paspampres must be based on in-depth understanding and information. Developing the ability to learn together as a team is the first step in ensuring that all members of the Secret Service have access to the same knowledge and information. By sharing knowledge and building a common understanding, the team can ensure that each member has a deep understanding of their duties and responsibilities, as well as the challenges and threats they may face. This allows the team to respond quickly and effectively to any situation that may arise.

Furthermore, using dialog and discussion as key tools for team learning allows members to explore new ideas and approaches. In a fast-changing environment such as VVIP security, the ability to adapt and adopt new approaches is key. Through dialog and discussion, team members can solve problems together, leveraging their collective expertise and knowledge to find the best solution.

Finally, building a culture where every team member feels valued, and their contributions are recognized is essential to ensure full engagement and commitment from every member. Every member of the Paspampres has an important role to play in carrying out the organization's mission, and recognizing their contributions ensures that they feel part of a larger team. By feeling valued, members are more likely to share knowledge, actively participate in discussions, and contribute fully to the organization's goals. As such, team learning is a critical aspect of the adaptation of the Paspampres as an organization. By focusing on shared learning, dialogue, and recognition of contributions, the Paspampres can ensure that they are always prepared to face any challenges that may arise in the future.

By applying these five disciplines, the Paspampres can ensure that they not only react to change but are also proactive in anticipating and adapting to it. This will ensure that the Secret Service remains effective and relevant in carrying out its duties in the future.

To apply the five main disciplines of the learning organization theory proposed by Senge (1997), various challenges and obstacles can arise that can hinder the

Transformation process. (Hendriani et al., 2018; Iswari et al., 2018; Rahayu et al., 2019; Soeharno & Anco, 2019). In the context of the Paspampres, challenges may arise from the highly specific and sensitive nature of their work. VVIP security requires rapid response and precise action, so there may be a reluctance to adopt new approaches that have not been tested in real situations. In addition, confidentiality and information security are top priorities, which may limit knowledge exchange and experience sharing with external entities or even between units within the Paspampres.

Furthermore, the hierarchical structure that may exist in organizations such as the Secret Service can affect team learning dynamics. In a highly hierarchical structure, team members may feel less empowered to speak up or share their

opinions, especially if they differ from the views of their superiors. This can inhibit open dialog and in-depth discussions, which are at the core of team learning.

Then, there is also the challenge of changing the mindset or mental model of Paspampres members. Many of them may have been trained in certain methods and tactics for years and may find inner resistance to adopting new or different approaches. Changing these mental models requires ongoing education, training, and support, as well as an understanding that this process may take time.

While a shared vision is key to driving an organization forward, creating and sustaining that vision in an organization the size of the Paspampres is challenging. With many stakeholders, units, and individuals with possibly different perspectives and priorities, ensuring that all parties are on the same page and moving in the same direction requires strong communication, shared understanding, and commitment to that shared vision.

In addition, resources, both in terms of time and finances, are often a barrier to the implementation of learning organization principles. While investment in learning and development is recognized as important, in crisis situations or when resources are limited, training and learning initiatives may be one of the first areas to suffer cuts. This can hamper the efforts of the Secret Service to continuously innovate and update its approach in line with the demands of a changing environment.

In the context of organizational culture, the Paspampres may also face challenges in promoting a culture that supports continuous learning. A culture that does not support learning can stifle initiatives to encourage critical thinking, reflection, and knowledge exchange. Overcoming these cultural barriers requires leaders who are committed to promoting and modeling the values of continuous learning.

Furthermore, technology and infrastructure can also be barriers. While technology has enabled easier access to information and learning opportunities, the absence of the right infrastructure or skills to utilize these technologies can limit learning potential. The Secret Service needs to ensure that they have the right tools and platforms to support continuous learning.

Another challenge is resistance to change. While the concept of a learning organization encourages adaptation and change, there are members of the organization who may be comfortable with the old way of doing things and maybe resistant or hesitant to adopt new methods. Overcoming this resistance requires a careful approach, understanding their concerns, and providing the necessary support during the transition period.

Finally, evaluating and measuring the results of continuous learning initiatives can be challenging. Without clear metrics and effective evaluation tools, it is difficult to determine the extent to which continuous learning efforts have had a positive impact on the organization and whether the desired changes have been achieved.

### 3. A Proactive, Effective, and Relevant Secret Service

In the context of national security and VVIP protection, the ability to adapt to environmental changes is essential. The Paspampres, as the entity responsible for this task, must always be at the forefront in the face of constant and often unexpected challenges. By applying the principles of a learning organization, the Paspampres can ensure that they not only react to change but are also proactive in anticipating and adapting to it.

In a dynamic world, reactivity is not enough. Organizations that simply react to change often find themselves left behind, struggling to catch up and often caught in an endless cycle of firefighting. In contrast, with a proactive approach, the Secret Service can prepare for changes before they happen, allowing them to meet challenges better prepared and with more innovative solutions.

Moreover, by focusing on continuous learning and adaptation, the Paspampres can ensure that they remain relevant and effective in carrying out their duties. The world of security is one of rapid change, with new threats emerging all the time and technology constantly evolving. Without a commitment to learning and adapting, there is a risk that the methods and approaches used by the Secret Service could become outdated, reducing their effectiveness in carrying out their duties.

In other words, applying the principles of a learning organization is not just about maintaining relevance but also about ensuring sustainability. It is about ensuring that the Secret Service can not only carry out its duties today, but also in the future, regardless of what challenges or changes they may face. This will ensure that the Secret Service remains a pillar of national security, protecting VVIPs and, ultimately, maintaining the stability and security of the country.

In the context of global and regional security, the Paspampres, as the entity responsible for the security of the President and other VVIPs in Indonesia, needs to understand and adapt to the various changes and challenges that arise. Some relevant security trends and issues for the Paspampres in the coming decade include (EPARU, 2022; Turaeva & Gorokhova, 2021):

a. The Changing International Security Landscape

   According to an article by Alexandru Eparu, the period up to 2040 will be a transitional period characterized by instability, both in relations between states and in relations between groups within states. Climate change, rapid population growth, resource scarcity, the rise of ideologies, and global power shifts from West to East will affect security dynamics. The Secret Service must prepare itself to deal with the increasing uncertainty and complexity in the global security environment.

b. Hybrid Security Challenges

   A monograph highlights how aggressive policies implemented by some countries and international competition through hybrid warfare may affect the international security environment. The Secret Service must be alert to non-traditional and hybrid threats that may emerge, including disinformation, cyberattacks, and foreign influence operations.

c. Technology's Impact on Security
   Technological transformation can create new challenges and risks for regional and global security. The Secret Service must understand how technological innovations, such as artificial intelligence, drones, and other technologies, can be used in the context of security threats.
d. Regional Security Priorities
   Given Indonesia's geographic and geopolitical position, the Secret Service must consider how events on the southern border of the post-Soviet space may affect regional security. Relations with neighboring countries and dynamics in the Southeast Asian region will continue to influence the security priorities of the Secret Service.

Taking these trends and challenges into account, the Secret Service needs to adopt a more adaptive, flexible, and proactive approach to its security strategy. They must continuously learn and adapt to changes in the security environment, ensuring that they not only react to current threats but also prepare for future threats. By doing so, the Paspampres can ensure that they remain effective and relevant in carrying out their duties in the future.

## D. CONCLUSIONS

In an era of globalization and rapid change, adaptation and continuous learning are key to the success of any organization, including the Secret Service. Through the application of the five main disciplines of learning organization theory proposed by Senge (1997), the Secret Service has the potential to increase its effectiveness and relevance in carrying out VVIP security duties in Indonesia. Systems thinking allows the Secret Service to see the big picture and understand the impact of each action in a broader context. Personal mastery, mental models and shared vision ensure that every team member shares the same commitment, understanding, and goals. Meanwhile, team learning promotes collaboration and knowledge exchange, ensuring that the Secret Service can respond quickly and effectively to emerging challenges.

However, the implementation of these principles is not without obstacles. From limited resources to organizational cultural challenges and resistance to change, the Paspampres need to ensure that they have the right strategies in place to overcome these obstacles. As such, it is important for the Secret Service to continuously invest in learning and development, ensuring that they are not only reacting to change but also being proactive in anticipating and adapting to it. In conclusion, amidst increasingly complex and dynamic security challenges, the Paspampres, by applying the principles of a learning organization, can ensure that they remain a reliable, adaptive, and responsive security force, ready to carry out their duties with maximum effectiveness in the future.

The implications of this research are significant in the context of VVIP security and the operational effectiveness of the Paspampres by comprehending and implementing the principles of a learning organization, the Paspampres has the

significant potential to enhance its effectiveness in executing VVIP security duties. Adaptation and continuous learning are key in ensuring that the Secret Service is always ready to face constant and dynamic security challenges.

In addition, this research highlights the importance of a holistic approach in looking at security challenges. By understanding the relationship between different elements and predicting how changes in one area may affect another, the Secret Service can be more proactive in responding to threats and minimizing risks. This approach not only improves VVIP security but also strengthens public confidence in the capabilities of the Secret Service.

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