BASIC CHARACTERISTICS OF LEADERSHIP IN EDUCATION AND ORGANIZATIONS IN THE ERA OF THE MILLENIAL GENERATION

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INTRODUCTION

Leadership *(leadership)* with regard to someone influencing the behavior of others for a purpose. With power, leaders can influence the behavior of their subordinates. Power can be divided into five, namely: (1) the power of expertise *(expert power)* ; (2) legitimate power *(legitimate power)* ; (3) reference power *(referent power)* ; (4) award power *(reward power)* ; and (5) *coercive power* (Fridayana Yudiaatmaja, 2013) .

Leadership is a very important element in an organization, compared to other elements. If we explore the role of leaders related to the organization, it is to direct strategic work to achieve organizational goals, both short, medium and long term. period long.

Leadership is of coursevery closely related to individuals and the situation and climate within an organization. Effective leadership in an organization can encourage, build, provide guidance, advice, protector, role model and influence on individuals and groups within the organization to achieve predetermined organizational goals. The organization is a forum/tool in the activity of achieving goals which is carried out through a mix of leadership concepts, both in the sense of the organization in general or referring to working together to realize common goals. (Hafulyon, 2012) Leadership and education are two different things that cannot be separated from each other, because basically every institution must have a leadership process in it, it is also an educational institution. The collaboration of these two things is expected to be able to overcome the nation's crisis in this era of globalization (Muhammad Yani, 2021) . Be a good leader in Millennials today and in the future be a critical challenge. In the era of generation Millennials today, effective organizations can realized when the leaders in the organization can meet the specified criteria as a credible leader, a leader who have the ability to control subordinates by good, intellectual and broad-minded, and has a vision and mission that is far ahead. Leadership Millennials need to support workers to have attitude of independence and entrepreneurial spirit (Tara R & Novitria, 2020) .

According to Daft (2003:50) in (Sintani et al., 2022) leadership is defined as, "the ability to influence others that leads to the achievement of goals. From the definition of leadership, it can be concluded that leadership is a way of how a leader uses his influence to achieve organizational goals through positive relationships good with subordinates.

The effectiveness of leaders in dealing with current organizational activities is largely determined by the quality of the relationship (relationship) between leaders and subordinates. The relationship that exists between leaders and subordinates should not only be limited to formal working relationships where leaders act as superiors for their subordinates in the organization, but the relationship must be broadly established where leaders can act as partners for subordinates to overcome various obstacles and can motivate subordinates to work together. excel in their work. Therefore, the existence of a leader is absolutely necessary in an organization, both government and private organizations as well as profit and non-profit organizations. The success of a company will be largely determined by the role of the leader in managing organizational resources and carrying out all organizational activities optimally.

Leadership is one of the most interesting and widely discussed topics in management, so various definitions are presented by organizational practitioners and human resource experts to show the importance of leadership in an organization.

Leadership is a complex concept, and because of its complexity its meaning is blurred. Although admittedly, this phenomenon is a symptom in almost all social sciences, when it is defining the object of study. To unravel this problem, I first quote the opinions of experts presented in his work, Eko Maulana Ali, as follows:

1. James M. Black; Leadership is the ability to convince others to work together under their leadership as a team to achieve or carry out a certain goal.
2. Robbins; Leadership is the ability to influence a group to achieve goals.
3. Laurie J. Mullins; Leadership is a relationship through which one person's authority influences the behavior or actions of others.
4. Sarrons Butchatsky; leadership as a behavior with a specific purpose to influence the activities of group members to achieve a common goal designed to benefit individuals and organizations. (Sintani et al., 2022) .

Generation Y (millennial generation) is the generation born in the 80-90s. There are many popular terms about this generation; connected or digital generation or gene why which is synonymous with courageous, innovative, creative, and modern characters (Erkutlu, 2011). The millennial generation is a modern generation who is actively working, researching, and thinking innovatively about organizations, has a sense of optimism and a willingness to work competitively, openly, and flexibly. On the other hand, the Baby Boomers/generation X (generation born in the era of the 65-89s) grew up in an organization with a hierarchical organizational structure and a flat management structure so that the cooperation system that arises within the organization is based on job demands. (Ambarwati & Raharjo, 2018)

RESEARCH METHODS

The method used in this paper is a *literature review* based on article searches through the *Google Schoolar application* . The search used the keywords *"Leadership"* , " *Millennial Generation* " and " *Characterization* ".

RESULTS AND DISCUSSION

A leader is someone who is given the status to lead a member or organization by election, descent, or other means. So that the leader is someone who can influence, encourage, invite, guide, move, direct, and if necessary force people or groups to accept their influence in order to help achieve a goal in an institution or organization.

The leader is embraced because of the need for an institution or organization to achieve its goals which must be led which is called its leadership, then leadership is an action or behavior of the leader to achieve the goals of the institution or organization. (Afandi, 2013)

1. Ideal Leadership Character

Leadership can be seen as an instrument in an effort to influence and control a person or group of people to cooperate in achieving certain goals. In addition, leadership is very necessary in moving the activities of an organization. So, this leadership is one of the most important and decisive factors in an organization. An organization will run well if the leadership has a high sense of responsibility. The sense of responsibility of a leader is one of the characteristics of ideal leadership. But no less important, a leader must be smart, so that he can always choose and solve a problem faced in the organization he leads. For more details, the author will discuss about the ideal leadership character. Leadership which ideally has at least 8 (eight) characters, namely:

a. Intelligent. Intelligence is obtained from learning outcomes, so it is rich in knowledge. If someone is going to be smart, then it is very necessary to study diligently and diligently. In this case a leader will be able to quickly and precisely make something. After all, all problems will be quickly resolved.
b. Responsible. An ideal leader must be responsible, in the sense that he is responsible for himself and also for his members in an organization. Taking responsibility is one of the heaviest burdens, but it feels light when accompanied by faith and piety.
c. Honest. An ideal leader must be honest, so that he will be able to be open to his members in all policies taken. A leader who has an honest nature, will surely make all members believe in all his words and actions. Will be quickly followed and implemented by all members of the organization.
d. Can be trusted. An ideal leader must be trustworthy, so that he will be able to trust each other and there is no suspicion. It is this belief that spurs each member to move forward. The point is don't to make a wrong action, so that it will create distrust.
e. Initiative. An ideal leader must be initiative, so that he will be able to decide things correctly. In addition, he also has the ability to find good solutions for the progress of his organization.
f. Consistent and firm. Consistent in the sense that a leader will be able to run every rule and policy. While firm in the sense that a leader does not free his members, but also does not restrain his members.
g. Fair. An ideal leader must act fairly, so that he is able to treat his members with the same treatment according to their respective duties and fields. Likewise, a leader does not favor one member, but all members.
h. straightforward. An ideal leader must be straightforward, so that he will be able to explain his thoughts directly and without rambling.

According to (Suyanto, Purwanti, & Sayyid, 2019) providing advice regarding how management should manage the millennial generation is by applying transformational leadership. Through transformational leadership, millennials will be helped to play their role optimally in the organization or company where they work. This leadership style emphasizes inspirational principles and support for human resource development. This is very useful to facilitate adaptation to constant changes due to advances in information technology in industry 4.0. In addition, transformational leadership is suitable for organizations with dynamic environments that require a high level of creativity and innovation.

However, the effectiveness of this transformational leadership can only be achieved when the leader continuously inspires employees to be more aware of the importance of shared goals and group interests, pays attention to employee self-esteem and self-actualization, provides meaningful and challenging tasks to employees, increases their morale, and encourage creativity. In addition, a transformational leader needs to identify different needs, abilities, and aspirations when providing coaching and supervision. The results showed that transformational leadership can be improved and optimized by applying four main factors, namely ideal influence, intellectual stimulation, inspirational stimulation, and individual consideration.

Each generation has certain characteristics that distinguish it from the development of the era of the previous generation. In this regard, each generation needs leaders with different characteristics. Millennial leadership is defined as contemporary leadership that adapts to the style of the new generation born in the 1980s. The millennial leadership pattern is not the same as the old leadership pattern from the previous generation. The millennial generation has more courage to innovate because they are more motivated to create startups or start new businesses and businesses.

Basically, the millennial generation is a generation that is active in working, studying, and doing business. The concept of leadership for millennials is as an example for others. In addition to having a good leadership spirit, it also takes the ability and capacity to lead, as well as having a good pattern of behavior. The millennial generation is also bolder in innovating, prefers independence and likes things that are fast, practical, or instant. The leadership figure of the millennial generation must be able to understand these characteristics and be a part of them. Therefore, millennial leadership needs to understand and apply the communication pattern of the millennial generation, namely by participating in using social media. Leaders must also be able to encourage the emergence of innovation, creativity, and the independence of their entrepreneurial spirit in a concrete way (Ambarwati & Raharjo, 2018) .

According to the experts in published journal _ (Ambarwati & Raharjo, 2018) Each generation needs a different leader and character. Specifically, to be a leader for the millennial generation, you must have the following characteristics:

Able to be a good role model

There is one important thing that is quite interesting about the concept of leadership for millennial society, namely leadership is a character of a leader, one of which is a leader who must be an example for others or for the community he leads. Like the position of a mother and father for children in a family environment, a leader also seems to be a parent for the community he leads, the millennial community will eventually imitate what the leader does. So as a leader for the millennial era, in addition to having a good leadership spirit, having the capacity and capability to lead so as to create effective, efficient and productive conditions, a millennial leader must also be able to have good character or attitude so that he becomes an example for others. his people. All the actions of the leader will be an assessment for the community, whether it's his actions as a leader of an institution or in terms of his actions as ordinary people including in the realm of socialization with the community.

Have a sense of responsibility

Humans are social beings who become leaders for themselves and become leaders for others. Being a leader means being someone who has more responsibility in life. Warren G. Bennis, a pioneer in contemporary leadership studies, says that the most dangerous leadership myth is "that leaders are born, that there is a genetic factor for leadership. It's just bullshit which in reality the truth is the opposite. Leaders themselves are not born from birth but are created and prepared .

A leader is someone who uses his abilities, attitudes, instincts, and personality traits to create a situation so that other people he leads can work together to achieve goals. A leader by carrying out tasks based on the basic principles of management, namely planning, organizing, implementing and controlling so as to create conditions for other people he leads to work together to achieve goals. In addition, leaders must have high creativity .

One of the ideal leaders is a responsible leader. Being responsible means having the courage to bear the effects of any decisions that arise as a result of the actions that have been taken. In addition to being intelligent and initiative, an ideal leader certainly needs to have a responsible nature. Decision-making on how to work and carry out the mission of a group must be decided without haste .

Dare to take risks

In a person there is a mentality that exists in each of them, and do you know that mentality is a key to the success of the individual, if the individual has a strong mentality then the presentation of the success rate will be large, this is because mental influences greatly someone in making decisions so that if an individual has a large enough mentality, the individual can decide a decision quickly so that he will be faster to find out whether his decision is a good thing or a bad thing. this is where we learn from a decision of our own, so that we will quickly grow into adults and have experience to become a better person, because if an individual is in making slow decisions then he will be slow to grow up and will be slow to become a person. good because dexterity in making decisions requires speed of thinking and the courage to take risks for the consequences (Khan, Salleh, & Hemdi, 2016). Whatever consequences we will get from a decision, we must react positively because it can be a driving force for our lives in building self-integrity and addressing a problem, this is what our nation's leaders have experienced, namely delays in responding to problems, causing the country to slow down. we are in development due to the slowness of the leader in responding to a problem and the lack of courage of our leaders in taking risks because the only thing in the brains of our country's officials is money so that it sacrifices the maturity of our own country and has an impact on the country's economy .

Sense of belonging (feeling of belonging), Sense of participation (feeling of participating) and Sense of responsibility (feeling of being responsible).

In an association can not be separated from the figure of a leader, ranging from simple associations to large organizations, the role of the leader is very vital. The progress of an organization is very dependent on a leader. A leader is a person who plays a very important role in guiding an organization. But no matter how great a person's leadership is without being supported by good team management, it will be useless, so the solidity of an organization is also very important so that the organization can continue to advance according to its goals. The leader has the responsibility to ensure that each member works well, the leader must also ensure that work programs run. Besides that, a leader must also have high social sensitivity, the leader cannot act arbitrarily to order this or that, regardless of field conditions or members. Leaders must be firm but also wise in making every decision. Leaders who are not creative are leaders who fail, because leaders should have to bring up innovations in each of their ideas, bring up new things with spectacular ideas, different from the others. leaders are not those who only receive a mandate and then carry out their duties. If this is the case, they are not leaders but PLT .

Creating good cooperation among members

In an organization or company, to achieve a common goal requires a cooperation from the members in it. The importance of establishing cooperation within the organization will have a positive impact on effective performance. One of the things that started the birth of cooperation is good communication. Communication is the most important thing in the success of an organization or company. If members within the company establish good communication then the company has a great chance to achieve success .

The formation of communication that initiates teamwork within the company is not as easy to implement. The success of a company based on the ability of its members to work together is determined by good communication. Therefore, every company has an obligation to develop communication from various parties, be it between leaders, members, and the community around the work environment in order to help realize good teamwork.

(Kadiyono & Gunawan, 2020) in (Cahyono, 2022) states that there are several things that can be emphasized in the leadership pattern for the millennial generation, among others, first, millennial leadership needs to understand and use the communication patterns of the millennial generation they lead. For example, millennial leaders do not hesitate to use social media such as Twitter, Facebook, Instagram, YouTube, MeTube, and the latest communication channels that have become the mainstream in the lives of the new generation. Second, millennial leadership needs to encourage innovation, creativity, and the entrepreneurial spirit of the new generation. All channels of innovation, creativity and entrepreneurship must be well designed and concrete. Not only does it contain discourse, but there is also a process that millennials can really enjoy to develop themselves. For example, millennial leaders need to build creativity centers in every city, build as many workshops as possible with the latest equipment and technology with the intention that the millennial generation's ideas and ideas are channeled. Third, millennial leadership needs to support the independence and entrepreneurial spirit of the millennial generation. Building a nation must have the main foundation, namely independence and entrepreneurship.

CONCLUSION

Leadership and education is two different things that do n't could separated one same others , because basically every institution whatever that certain there is a leadership process in it no miss one too institution education. In the era of generation millennial moment this , effective organization could come true when the leaders in organization the could Fulfill specified criteria _ as a credible leader, a leader who has ability control subordinate with good , intellectual and insightful wide , and has vision distant mission forward . In the era of generation millennial moment this, effective organization could come true when the leaders in organization the could Fulfill specified criteria as a credible leader, a leader who has ability control subordinate with good , intellectual and insightful wide , and has vision distant mission forward .

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