

LEADERSHIP NEW ERA 4.0 FOR INDONESIAN STUDENT ASSOCIATION UNIVERSITI KEBANGSAAN MALAYSIA

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Article history:	Abstract:
<p>Received: 4th August 2023</p> <p>Accepted: 1st September 2023</p> <p>Published: 6th October 2023</p>	<p>The industrial revolution continues to roll, starting from industry 1.0 occurred at the end of the 18th century with the discovery of mechanical production using water and steam power. Then continued with industry 2.0 starting in the late 19th century and early 20th century which is also called the rapid phase of industrialization, marked by the emergence of power plants and combustion motors, in this discovery triggered the emergence of telephone planes, cars, airplanes, and others.</p>

Keywords:

INTRODUCTION

After that industry 3.0 occurred in the early 1970s with the use of electronic and computer-based information technology and the internet. Until finally we are at the beginning of the Industrial Revolution 4.0. (four point ow) namely The era of digital disruption that is increasingly permeating globally is an era where all lines of life such as transportation, media, commerce, tourism, education, health, government and others are inseparable from the advancement of information technology (IT) which essentially has covered technology change, disruption (job placement), artificial intelligence, internet of (every) things and revolution 4.0 (revolution version four). where acceleration The development of technology only takes a very short time to reach 50 (fifty) million users. As presented in the following figure:

The time needed to reach 50 million users is getting shorter

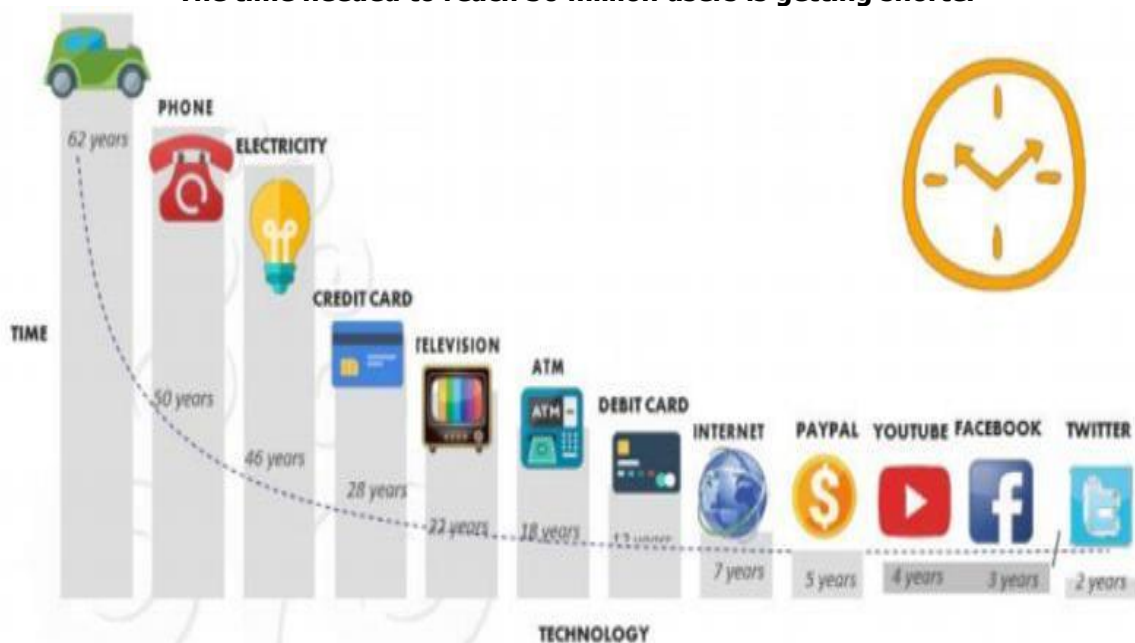


Image: Acceleration of technological development.

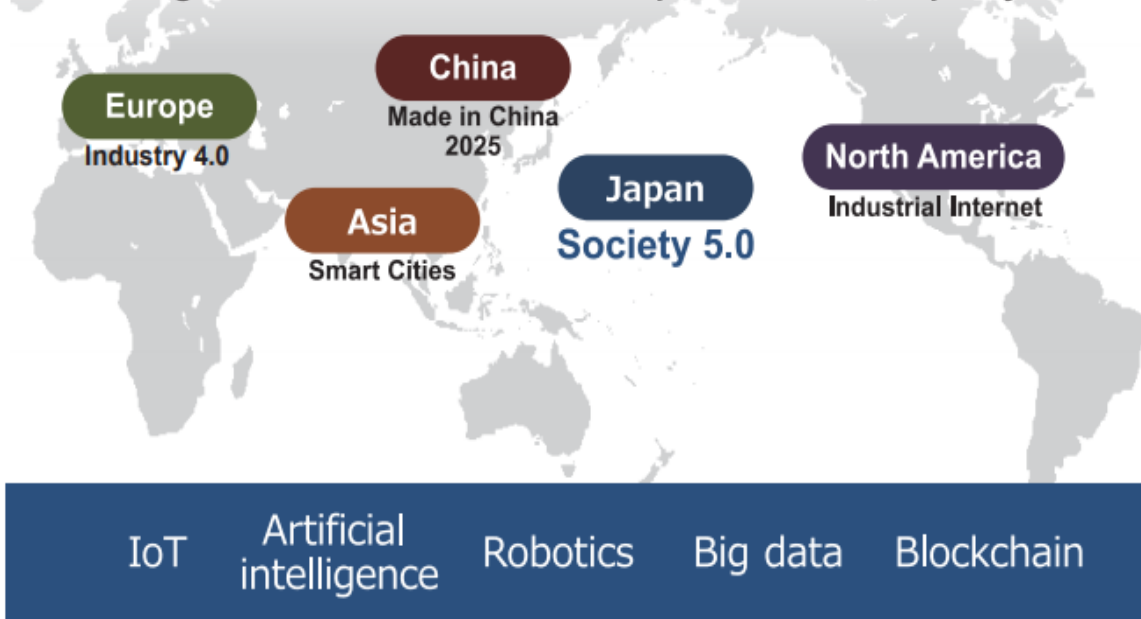
Source: APMMI-UGM 2017

However, before we finish with the discussion on the 4.0 era, the Japanese state in early January 2019 has launched the era of revolution 5.0 as scientific works that were nominated for special atricle in Japan, with author Fukuyama (2018) stating: At the same time, the world increasingly faces challenges on a global scale, such as the depletion of natural resources, global warming, growing economic inequality, and terrorism. We are now entering an age of uncertainty, with increasing levels of complexity. It is therefore very important to make the most of Information and Communication Technology (ICT) to gain new knowledge, and create new values by making connections between "People and things" and between the "real and cyberspace" worlds, as an effective and efficient way to solve problems in society, create a better life for humans and maintain healthy economic growth.

Digital transformation

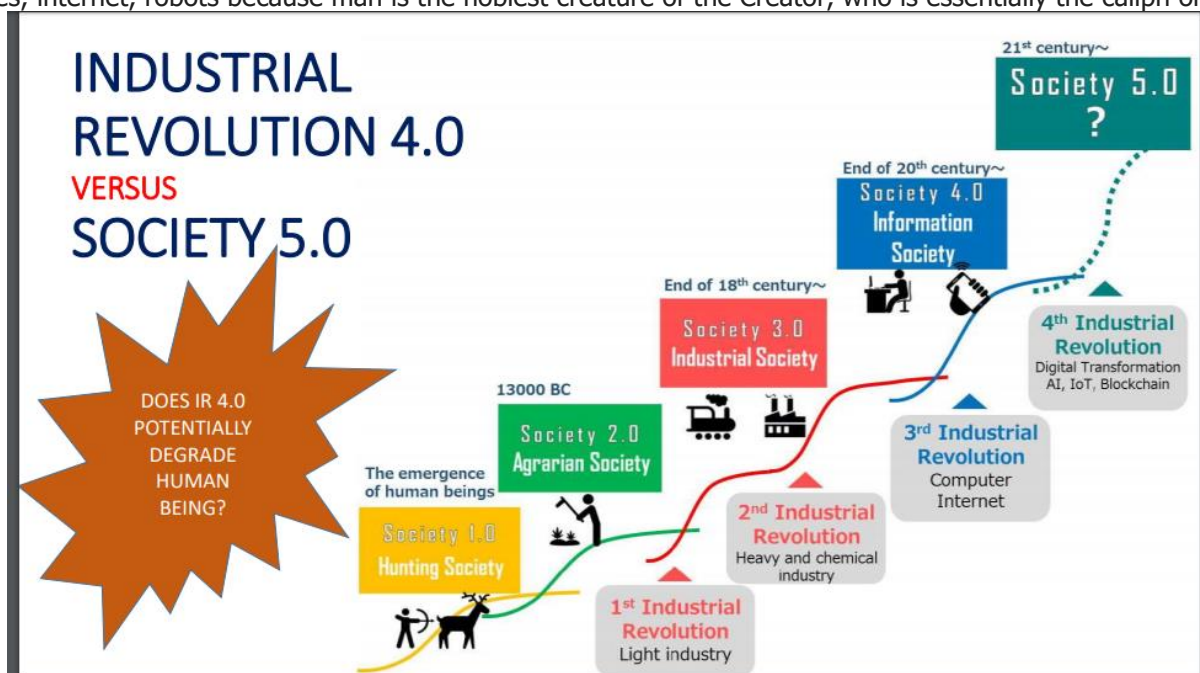
The digitalization of industrial and social infrastructures is accelerating throughout the world.

Digital transformation becomes a pillar of industrial policy.



Source: Compiled by the author

This analysis indicates that man is the center of control for objects that took part in every revolutionary era, be it machines, internet, robots because man is the noblest creature of the Creator, who is essentially the caliph on earth.



So that human resource management is becoming an increasingly important part. **Human Resource Management** is a process of handling various forms of problems within the scope of employees, employees, laborers, managers and / or all workers who support all activities of organizations, institutions / institutions or companies to achieve predetermined goals.

The success of an organization in achieving goals is determined, among others, by leadership (*Leadership*). In terms of leadership in organizations, many factors can determine the success of leaders in achieving their goals. One of them is leadership style, which is the behavior used by a leader in influencing his followers or followers. The application of leadership styles in organizations becomes complex because the members of the organization (subordinates or staff) led have different backgrounds and areas of duty, even psychological conditions. Therefore, leadership in the organization is very important and expected in carrying out its duties must be qualified and have competence as first introduced by Mc.Clelland in (19, 61), which is a fundamental characteristic possessed by someone who has a direct influence on, or can predict excellent performance (work results). So that competent leadership is needed, namely *knowledge, skills, attitude and behavior*. Because the success of an organization in achieving goals is largely determined by the quality of leadership in the organization, in the sense that the leadership entity plays a very important and dominant role in carrying out all leadership functions. James Mc Mahon 1997 states that employees need challenging tasks, and a sense that they are part of the activity. These needs can be met by managers/leaders through effective delegation.

Organizations that succeed in their mission have a key characteristic that distinguishes them from organizations that do not succeed, namely dynamic and effective leadership. From various aspects, efforts to find people who have the ability to lead organizations effectively, are not only limited to the business world but also look at various sectors such as in government, education and other forms of organizations.

Therefore, the leader's attitude as the main task in the organization by taking a leadership style that satisfies all the needs of subordinates while achieving the goals and objectives of the organization. The leadership style contained in the organization determines the success of an organization in achieving its goals. This means that the dominant leadership entity in carrying out all its functions, and one aspect of leadership that is considered important is that leadership style relates to the way used by leaders to organize, influence employees in achieving organizational goals.

Andrew J. Dubrin (1982) states that leadership style is a distinctive pattern of behavior exhibited by leaders when dealing with group members.. Leadership styles are usually described in terms autocratic, participatory, task-oriented and human-oriented. This means that leadership style is behavior and strategy as a result of a combination of philosophies, skills, traits, attitudes that are often applied by a leader when trying to influence the performance of his subordinates. The application of leadership styles used by leaders can reduce the work motivation of employees or members of the organization if there is an error in applying it and this can have implications for decreased performance. Sedarmayanti (2011), the leader must understand the maturity of his subordinates so that he is not wrong in applying the leadership style. The maturity level (M) referred to as follows:

- 1) Maturity level M₁ (incapacitated and unwilling). The leadership style that leaders apply to lead their subordinates like this is the *Telling Directing* style : telling, showing, instructing specifically.
- 2) 2). Maturity Level M₂ (unable but willing). The leadership style to deal with subordinates like this is the *Selling Coaching* style : selling, explaining, clarifying, persuading.
- 3) 3). Maturity level M₃ (able but unwilling / hesitant). The leadership style for subordinates like this is *the Participatory Supportive* Style: exchange ideas and give opportunities to make decisions.
- 4) 4). Level of maturity M₄ (able and willing) The right leadership style is *Delegating*: delegating tasks and authority by implementing a good contract system.

Leadership is needed in directing and motivating employees or members of the organization in achieving overall organizational goals.

The Industrial Revolution 4.0 is not something we can stop and avoid. This will happen and our lives will change.

As a leader and leader, of course there are key factors that need to be known in order to face challenges by leading the organization.

Here are some key factors that need to be owned as a leader in this 4.0 era.

The first is, a leader who can unite and provide a clear direction of purpose.

Here it is very important for a leader to be able to communicate, make the team feel safe, create an *engagement* and be a unidirectional community.

Have a blueprint that is understood, understood and believed by all members of the organization. The leader must be able to create trust in the team. And most importantly, a strong leader has a vision that is not just a vision for the organization or institution, but also bigger than that, that has an influence on his entire team, the surrounding environment, and even the world.

Next, the leader who has speed in making decisions. In this 4.0 era, things are changing rapidly.

The era where leaders are only in the office with computers and work with data after it is collected is slow. *The leader* should go down and see.

Leaders need to evaluate and control the team together, feedback needs to be done constantly and integrated not only internally but also connected with external parties such as *clients* and *suppliers*.

Leaders must also be courageous, willing to accept, encourage, and motivate the team to provide feedback on their leadership for mutual progress. It is better when the leader can also challenge himself to get out of his comfort zone by coaching and receiving feedback from people outside the organization.¹⁾

Leadership development trends are not only enough to learn and understand the concept of leadership but must also master various techniques or soft-skill tools that are relevant, adapted to the position, situation and challenges faced by the company.

Everyone has leadership potential in themselves (Born), but to face the context and challenges that are increasing need development (Made), meaning that the need and willingness to learn must come from within a person (horizontal) and every leader and above is accountable to the leadership program (vertical).

Leadership development programs do not only belong to the HR division or are driven by HR, but become the needs of everyone in the organization / company.

Individual leadership development is not enough, an environment that fosters leadership is needed, namely collective leadership development in the company.

An understanding of what leadership is can be seen from the interaction of three things: the figure of the leader, followers and context. So that the definition can be seen in terms of the characteristics of a leader, leader behavior, or interaction between leaders and followers in certain contexts.

The understanding of leadership in the past is no longer adequate, it needs to be increased in higher capabilities. The era of the industrial revolution 4.0/Digital, global influences, macro and micro situations, make business more complex, more difficult to predict and change rapidly.

To overcome this challenge, a strong vision is needed according to the context, mastery of the power of information in order to have a high understanding of the situation. Clarify with the use of models, frame work, simplification and creative and innovative in finding the best solution tactics so that they are agile and adaptive to change.

The survey found that 40% of new leaders fail within the first 18 months. New leaders recruited from outside the company are 2 times more likely to fail than internal leader promotions. According to *Aberdeen*, currently only 2% of companies feel that they have a good leadership development program.

Even if there is a program, it is only able to meet 2/3 of the needs of future leaders. "Leadership is the biggest challenge for many organizations or businesses and institutions in current and future situations."

But, why is so much leadership ineffective?

According to research, the root of the problem can be divided into 2 factors:

1. Weak leadership ability: Not being educated in leadership before promotion or forgetting to be educated after sitting in a position.
2. Weak Soft-skills: Learn leadership concepts but are not equipped with leadership tools such as Influencing, Persuasive, Assertive communication skills, Coaching skills, People Skills etc.

"The contribution of technical competence is only 10% to leader failure, the rest is soft skills, the good news is that soft – skills can be learned".

According to research from [Harvard University](#) and [the Carnegie Foundation](#) and [Stanford research center](#), all concluded that 15% of job success comes from technical skills and knowledge and 85% from well-developed soft skills and people skills.

Looking at the increasing digital trend today, there are 5 reasons why *soft skills* are increasingly important, namely:

1. Technical skills without soft skills become less useful, great knowledge products become meaningless without communication skills
2. Soft skills are more difficult to learn, technical skills are easier to learn and quickly see results, you must be aware that soft skills are currently still low and needed.
3. The modern work environment requires soft skills, collaboration, networking, interaction and an atmosphere that supports creativity and innovation. Very necessary in a business context.
4. Customers need soft skills, compete in product excellence and prices are easy to imitate, close relationships, trust, service that are differentiators.
5. The digital era increasingly requires soft skills, more and more manuals will become automated, work is taken over by technology, soft – skills are the differentiator.

Entering the digital era, as a leader needs to master the 3 C's of soft skills: such as Complex problem solving, Critical thinking and Creativity (Balance Right & Left Brain function) in addition to other soft skills competencies as leadership tools that are relevant to the needs and challenges in the company. There have been several shifts in the concept of leadership in the digital world' (4.0)

Year 2015	Year 2020
1. Complex Problem solving	1. Complex Problem Solving
2. Coordinating with others	2. Critical Thinking
3. People Management	3. Creativity
4. Critical Thinking	4. People Management
5. Negotiation	5. Coordinating with Others
6. Quality Control	6. Emotional Intelligence
7. Service Orientation	7. Judgment and Decision Making
8. Judgment and Decision Making	8. Service Orientation
9. Active Listening	9. Negotiation
10. Creativity	10. Cognitive Flexibility

Those are some of the concepts of leadership in the digital world according to research and several experts. ²⁾

CONCLUSION

So it can be concluded that the industrial era 4.0 requires leaders who have: competence in the form of: *knowledge*, skills (technical skills and *soft skills*), *attitude* and *behavior* (character, including religious character).

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