

TRANSFORMATIONAL LEADERSHIP FOR ENTERING INDUSTRIAL REVOLUTION 4.0 AS COMPARED WITH HUMANE LEADERSHIP AND “U” THEORY

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Abstract

In the beginning of the first twenty years of the 21st century, environmental changes have presented a great challenge for organizational leaders. Demands from within the organization, both individuals, groups, or unions, continued with external pressure organizations require a leader must be able to respond to changing environmental challenges. Humane Leadership described by Gallo and Hlupic (2019) that leadership must move quickly from the level of 1.2.3 to the level of 4 or 5, is an expression that emphasizes the views of experts on transformational leadership so that organizations can survive and develop in era Industrial Revolution 4.0. “U”-Theory introduced Otto Scharmer is a method of change that can be applied in transformational leadership based on self-awareness or contemplation, to release current concessions in total, then move forward creation with a new prototype, until the realization of something new.

Keywords: transformational leadership, Industrial Revolution 4.0, U Theory

1. INTRODUCTION

In the beginning of the first twenty years of the 21st century, environmental changes have presented a great challenge for organizational leaders. Demands from within the organization, both individuals, groups, or unions, continued with external pressure organizations require a leader must be able to respond to changing environmental challenges. Changed organizations require organizational culture which is also always open towards renewal in the midst of a dynamic environment and disruption. The organization must adopt Transformational Leadership, complete with its prerequisites even though the company was initially controlled by transactional leadership.

Bass and Riggio (2006), the company to become adaptive in carrying out its planning and operations by regularly interacting in every level of leadership, especially the readiness of organizations to actualize the vision of the organization's mission to face change, especially readiness to dramatic challenges that can appear at any time. Adaptive organizations and transformational

leadership must embrace all organizational elements including must be prepared to carry out digital transformation against changes in the industrial revolution period 4.0.

Transformational leadership is not elitist and anti-democratic. Transformational leadership is not a veiled effort to revive participatory leadership, but is more in the form of realization of direction in certain orientation (Bass and Avolio, 1991), Where participation of employees is the result of the direction conducted in a democratic atmosphere. Transformational Leadership turns on involvement and tends to provide an atmosphere to revive the aspirations of organizational members.

Adaptive is a work culture in business processes that make organizations more flexible and more capabilities to become organizations that can make quick changes. Adaptive companies must focus on economic change by raising organizational performance, especially aspects of Growth, Liquidity, and Profitability, through mastery of Information and Technology. In many studies have been explained that transformational leadership actually opens meaningful innovation space, organizations are directed to be adaptive to changing age and developing towards a better direction.

Research provides results that technology is very well used to overcome the constraints on the side of the people, structure, structure, and processes, especially the use of technology through social media utilizing computers, smartphones, and so on, so that the necessary changes can be done through community participation. In a business that emphasizes proven technology that transformational leadership is able to turn on the adaptive culture so that the organization enters the new competitive level (Alos-Simo et al, 2017).

2. LITERATURE REVIEW

Bass and Avolio, (1993) write that transformational leadership is how the leader, first, understand, and then adjust organizational culture with a new vision, and make changes to assumptions, values, and norms, so that employees can follow updates in perceptions, attitudes, and behavior. Transformational leadership is the ability to change the environment, motivation, pattern, and values rather than organizational members to optimize performance and overcome problems, so that the organizational goals are achieved. Citing the view of James McGregor Burn (2003) "Transformational Leadership Occurs When One OR More Engage Each Other In Such a Way That Leaders And Followers Raise One Another to a High Level of Motivation and Morality".

Transformational leadership in Pandemic Covid-19

The Covid19 pandemic period has been going on for a 10-month running. Transactional, transformational, democratic leadership, bureaucratic and charismatic is the right combination to be applied in tracing changes due to the impact of the Global Coronavirus. The presence of Covid-19 pandemic becomes a driving factor for companies to realize and immediately change through organizational structures and functions, especially late leadership, labor, work culture, and technology,

to further develop strategies in the market that is changing rapidly and successfully adapting to RI period 4.0.

Transformational speech in the Industrial Revolution 4.0

A year ago many companies have prepared themselves entering the 4.0 period of the Industrial Revolution period, 2020-2030, Even though some are still half-hearted, psychologically doubt, waiting for the new form of effort that is changing.

Digital Transformation Leadership

The leader of digital transformation must use a technology approach in filling employee shortages, covering resource weakness, and overcoming the limitations of the organization by introducing digital transformational. The rapid development of global technology has revolutionized the way the world interacts. Over the past decade, many have been changed in digital scope that have a big impact on each industry. One of the main characteristics of digital technology, the company is connected digitally with consumers remotely. Companies try to remain agile and strategies to constantly adapt to remain in digital markets. Changes for change must be faced through digital transformation by utilizing virtual and augmented reality power, Internet of Things (I-o-T), Artificial Intelligence, Big Data, Biometric, Cloud Computing and a number of other innovative technologies.

3. METHOD

The complexity of the technology results in the design of organizational and governmental has entered a challenging new phase. Competition no longer depends on the optimization of resources but determined the total value chain innovation between organizations and support for technology partners, products, services, and systems. The fourth industrial revolution, or the 4.0 industry is characterized by increasing digitalization and interconnection of products, value chains, and business models. With the help of partners, organizations create innovative inter-organizational values and supply chains operating in collaborative business ecosystems, in local area, regional and international.

Organizational value system that guides leadership behavior is an important element especially when choosing partners who have the same value system so that synergy is easily built in organizational culture and transformational leadership. Cross-functional management and between organizations in networks and virtual partner programs are competencies that make it possible for entities operating in industrial 4.0. These requirements are very centered on people, collaboration and collaboration of virtual network partners, which demand deep talent and highly educated human resources.

With transformational leadership, personal interests are abandoned and focused on supporting organizational interests, the motivation of virtual team members is prioritized and progress is fought for. Transformational leaders have unique qualities can be placed as mentors and coaches to team members. The diversity of team members is directed well to be a true power. Transformational leaders

at the top level have the capacity to inspire and make people still motivated to work in industrial professionals 4.0, although complex and high risk.

Transformational leadership supports development and promotion according to industrial vision 4.0. This vision is the key to transformational leaders who are able to move human talents in certain directions and are developed with a certain approach to higher performance. Transformational leaders must constantly sell 4.0 industrial visions to everyone, and also about the benefits.

Transformational leadership, Humane Leadership and U's theory

4. DISCUSSION

Paolo Gallo and Vlatka Hlupic (2019), said from the meeting of The World Economic Forum, and questioned, do we need a new type of leadership for the fourth industrial revolution? ; Changes and renewal in the management and leadership order needed, namely the organization's adaptation to follow the world that is changing quickly as the impact of the 4.0 industrial revolution. Gallo and Hlupic (2019), Journal of Harvard Business Review, titled "Humane Leadership Must Be the Fourth Industrial Revolution's Real Innovation", describes world conditions that experience demoralization based on research from various parties. The change in organizational culture is a reflection of its leader culture, ethics and awareness. The impact can be observed throughout the team and organization, with the many new things and the acceleration in the life cycle of all aspects of the impact in communication, employee commitment, innovative ability, and other performance aspects. Organizational changes in the coming period must be carried out through adaptation to the changes caused by the presence of digital technology by still building employee affiliates and developing social values. Gallo and Hlupic (2019) support unlimited involvement and performance. Transformational leadership must lead to level 4, which is the level in which leadership 4.0 appears and its characteristics cover Enthusiastic Mindset, Collaborative Culture, Team Ethos, Passion to Work, Inspirational Leaders, and Horizontal Leadership, or Organizations Switching Higher Level 5 in the form of unlimited mindset , Unbounded Culture, Strong Team Cohesion, Passion to Work, Inspirational Leaders, Strong Sense of Purpose. Humane Leadership concluded by Gallo and Hlupic (2019) reinforces the views of experts that leadership must change transform from the level of 1, 2 ,3, to 4 or 5 levels following their character as a leadership requirement to survive and develop in the era of Industrial Revolution 4.0

"U" Leading from the Future US Emerges

Otto Scharmer (2007), the thought of leading from the future: new social technology for today's day. Massive institutional failures, collectively, creates unwanted results by anyone. Vary problem that are climate change, AIDS, Starving; Poverty, Violence, Terrorism. The destruction of society, nature, life requires new awareness and new collective leadership capacity, in order to face challenges in a more conscious, planned and strategic way. Such progress will allow leaders to create

a bigger future. Humans often fail to face changes challenges. Leaders are often trapped in so many alternative confusion choices. Collective failure lies in the mastery of blind-spot from transformational leadership, because blind-spot is not only in collective leaders but also the daily life of our social interaction. Human is blind to the dimensions of the source from which emergence of effective leadership and social action. Otto argues that "connecting to the possibility of someone's best future and creating strong breakthrough ideas" requires learning to access the totality of intelligence - not just brain intelligence. Successful leadership depends on the quality of attention and intention brought by the leader. Two leaders, in The same circumstances and doing the same thing, can produce something completely different, especially at the deepest section carried out by each of them, leadership is about shaping and shifting how individuals and groups are present and respond to a condition. The main problem is that most leaders are difficult to recognize, let alone make changes to the structurally used in their organizations. Learn to recognize habits in certain organizational culture that is what is needed, among others, "culture of hearing". Practically, u-shaped journey describes two movements, namely the initial phase in building a joint foundation (co-initiating) and closing phase that focuses on co-sensing, presensing, co-creating, and advance the practical results (co-evolving) - (see "u"). Understanding "u" theory is in line with the concept of transformational leadership.

5. CONCLUSION

The presence of Pandemic Covid-19 is a driving factor for organizations to change primarily within leadership level, labor forces, work culture, and technology to successfully adapt in 4.0-IR, through digital transformation by utilizing virtual power and augmented reality, Internet of Things (I-o-T), Artificial Intelligence, Big Data, Biometric, Cloud Computing and a number of other innovative technologies. Humane Leadership described by Gallo and Hlupic (2019) that leadership must move quickly from the level of 1.2.3 to the level of 4 or 5, is an expression that emphasizes the views of experts on transformational leadership so that organizations can survive and develop in era Industrial Revolution 4.0. "U"-Theory introduced Otto Scharmer is a method of change that can be applied in transformational leadership based on self-awareness or contemplation, to release current concessions in total, then move forward creation with a new prototype, until the realization of something new.

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