

The Five Leadership Style in Time of Pandemic Covid-19 throughout Industrial Revolution 4.0 as compared to Humane Leadership

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ABSTRACT

Covid-19 has create a confusion among organizations that leaders without any preparation must focus their attention to the kind of leadership which suitable to the pandemic condition. Leadership must have competence to handle a new problem so that leadership must be explicitly mastered. Leaders must master the lead methods, especially influencing subordinates to work optimally even the conditions are affected by unpredicted circumstances. Even leaders must be able to prepare backup steps as contingencies on operational standards and procedures within the pandemic environment. The article is proposing 5-type of leadership that is comprehensive and exploring the necessary attentions which improve the quality of leadership throughout pandemic covid-19 as well as entering the industrial revolution 4.0. This combination of leaderships would be compared to the humane leadership by all means as resume the application.

1. INTRODUCTION

Leadership is generally defined as an action to influence, to motivate, and to mobilize subordinates to work effectively and efficiently according to their duties and functions in the organization where it works. Leadership in the organization is seen as a distribution of directives at the level of employees, or subordinates, so that everyone can do his work according to standards, or even be able to make changes to expectations. The leadership should adopt the delegation of power from superiors to subordinates. Cooperation must be cultivated to support each other between employees. The capable employee influences each other through a persuasive approach. Leadership must have competence in their arena even leadership must be explicitly mastered. Leaders must master the lead method, especially influencing subordinates to work optimally. Even leaders must be able to prepare backup steps as contingencies on operational standards and procedures. A good leader must also carry out transformational leadership especially to subordinates, because in the interaction between leaders and it will be obtained and growth will be obtained.

Leadership in the modern era focuses on the style of leadership trying to establish an influence on employment work, work motivation, and organizational performance. Leadership style according to Fiedler (1969) is suitable for educational organizations, namely transactional, transformational, democratic, bureaucratic, and charismatic. The research opinion was supported by Long (2012), Saleem (2015), Cicilia (2020), Peni (2020), which concluded the relationship of leadership force on job satisfaction, work motivation, and organizational performance. Burns (1978) in studies conducted with two types of leadership: transactional leadership, where leaders put the attention on the relationship between leaders and followers, as well as transformational leadership, where leaders see the distinction on their followers' beliefs, and values.

What about leadership of the Industrial Revolution 4.0? In the period 2020-2030 there will be fundamental changes in the way of working and human lifestyles. Humans are entering a new decade with an extraordinary technological advance connecting the first, second and third industrial revolution - a series of physical, digital, biological and technology worlds. The speed and scope of the revolution has forced us to rethink how humans from all levels of society can benefit from innovation, how the organization or the company creates a value, and how countries grow, including developing countries, today, the world strives against Covid-19, the whole world seems united to struggle to overcome the impact of the pandemic. Humans in the global level must build a new revolution by creating a more inclusive and human-centered global economy.

2. LITERATURE REVIEW

Based on research findings, some suggestions can be recommended to several parties including: Leadership Style must be accepted by many organizational members, especially in indicators of desire to encourage subordinate development and growth by providing incentives. For transactional leadership can give a bonus. The award is needed by members so that it is expected to increase the motivation of greater work.

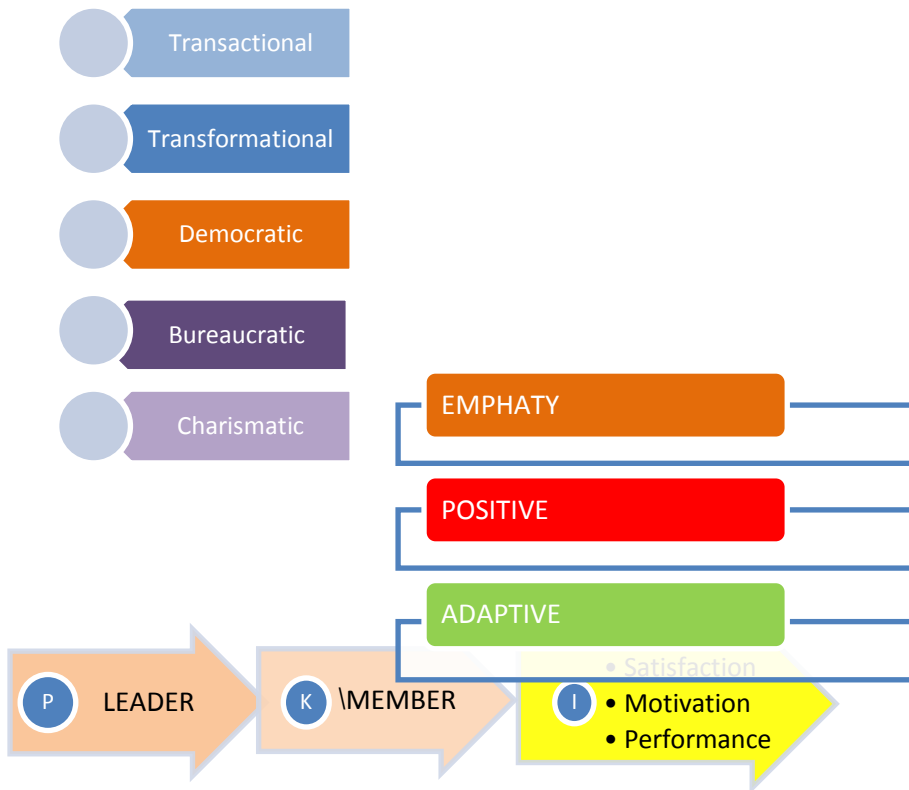
Management creates conducive work environment, especially in facilities and work equipment. For this reason, the management must be able to improve work facilities and infrastructure to be in accordance with the general standards, considering that these facilities and equipment will be able to accelerate the work process so that employee performance will be more optimal. Management should always provide motivation to all employees to work seriously to achieve good performance results. Motivation is mainly given in the form of a guarantee that the company will not fire its employees. There needs to be an agreement that the company will not carry down employees, but on the other hand employees are also required to be able to maximize the company's performance.

Guidance to subordinates must be done with the aim of enabling subordinates to complete their work. Communication is important especially when implemented in a different 5-style leader. Guidance and communication will build interactions between individuals while awakening motivated

in completing tasks. A good leader must be able to communicate 360°, both with other leaders, and also with its members, both of the organizational valuable assets. Employee job satisfaction will be fulfilled if the communication takes place well.

3. METHOD

Picture 1.



The Covid-19 pandemic period has been going on for a 10-month running, identified 5-style leadership, and its combination, which is proven to have a positive influence on organizational employees, especially institutions that are in the forefront of facing Coronavirus exposure, namely hospitals, traditional markets, public transportation, public transportation , office and school. Transactional, transformational, democratic, bureaucratic and charismatic leadership is the right combination to be applied. The scent of the leadership model, according to the level, summarized in a suitable leadership model applied when undergoing a crisis such as the current Covid19 pandemic event, namely Inclusive Leadership (Love, 2020), Positive Leadership (Avolio and Gardner, 2005), and Servant Leader (Robert Green Leaf, 1970).

Inclusive leadership.

Leadership practiced empathy, where leaders could not only assume that everything would go well. From this leader it is expected to be reflected in the attitude of the Empathy, Kindness, and Compassion, which is certainly needed by the organization during the Covid19 Pandemic Crisis. The leader must be open, hear and see, what their need is. Pandemic Covid19, he explained, the leader must provide health protocol needs, even the importance of drugs, vitamins, and supplements, must also be provided by the leader. A variety of additional costs arising from social restrictions should be provided by leaders.

Positive Leadership.

It is a resistant in the form of a series of positive actions that have the spirit of employees to grow and develop, where in turn employees will be willing to work beyond the estimated limit of the leadership. Often this behavior in turn can also cause excessive fatigue, therefore, limits and restrictions are needed. Grow the culture of joy even though only a few targets are achieved. Give awards for every achievement. Confidence will inspire everyone. Challenge employees to achieve. During difficult times in positive leaders focus on individuals, not just work.

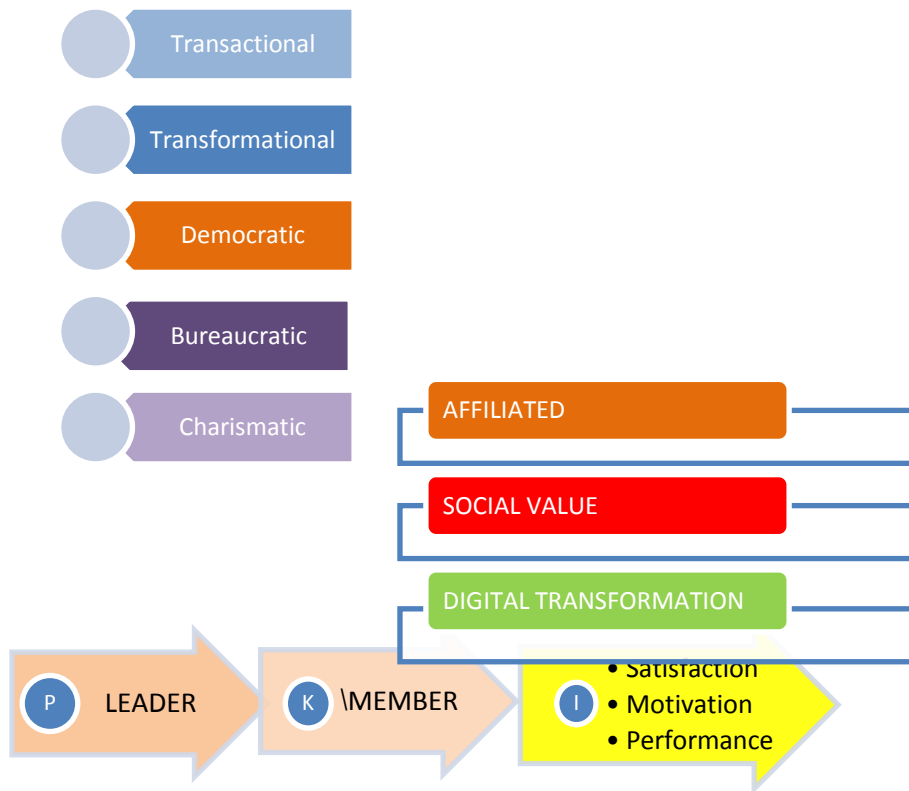
Servant Leadership.

Adaptive leadership, revealing sympathy and mutual cooperation, sweating, the clothes are dirty, wrapped around the lack of sleep, working with his subordinates while giving direction, goals, and strategies to do it. In the servant leadership model, employees are placed at the highest hierarchical level, and the manager is at the base level. When the crisis, the servant leader works for employees, not the other way around, and not competing with his employees. This condition can be described as an organization pyramid placed upside down, the leader is placed below.

4. DISCUSSION

A year ago Many companies have prepared themselves entering the Period of the Industrial Revolution 4.0, period 2020-2030, although some are still half-hearted, psychologically doubtful, waiting for the new form of effort that is changing. The presence of the Covid-19 pandemic becomes a driving factor for the company to realize and immediately change throughout the structure and function of the organization, especially underprivileged leadership, labor, work culture, and technology so that the organization is more realistic and managed to adapt in RI 4.0. Leaders must move quickly to develop a strategy on the market that is changing rapidly. Leaders are faced with a variety of the latest technologies that are good to be applied, although some leaders have difficulty understanding all the opportunities offered by technology and unable to make effective and efficient decisions. Many leaders say their organization will try to "train" existing employees rather than hiring new, even though research shows that young leaders and employees are different skills in the field of application technology. Bad leadership can be the biggest barrier to implementing a successful fourth industry revolution strategy, therefore the leadership model is introduced as follows:

Figure 2.



Affiliated leadership.

Indeed, the emotional, mental and physical health of the working group are related with the type of leadership chosen by managers.. In entering the 2021 period and subsequently, affiliate leadership style is one of the many leadership styles that have a positive impact on employees. The leadership confirms "positivity" at a harmonious workplace, the leader builds a team, generates a personal interrelation among employees and their managers to build a sense of community and trust, and avoid conflict. Affiliate leadership creates an effective team, creates unity in the workplace, reducing employee changes and increasing productiveness and job fulfillment, and expanding employee morale. Affiliate leadership stimulates workers that employees are welcoming more freedom to express feeling, thinking, and creative proposition. Workers feel appreciated and important to companies when they have more independence, increase desires to produce better and accomplish more to their duties, build employee confidence so that it becomes more open, mutual trusting each other, the team is inspired to speak ideas and problems , the team completes conflict more effectively, leaders can read the relationship between team members and pay attention to the group when there is high tension, works quickly to produce solutions to avoid greater problems and maximize team cohesion, as well as productivity.

Social Leadership

Leaders must be social striped, by applying Empathy, Kindness, and Compassion tend to propose social initiatives for change and optimism can create impacts and influence on society. Leaders believe that the existing workforce will be prepared for digital transformation and the company will train workers and believe the organization will get profits. The tendency to invest in employee retraining is the future choice, and at the same time the leaders are looking for talented talents that can become new driving motors for the organization. Social leadership will create changes and build a new atmosphere through socially encouraged initiatives.

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 transformation to whose have a big impact on each industry. In 2000 it has marked the beginning of the digital era that will never end. One of the main characteristics of digital technology, the company is connected digitally with consumers remotely. Companies try to remain agile and strategically to constantly adapt as well as to endure in digital markets. In the end, the only solution in the hands of the organization is to undergo a digital transformation to achieve these goals, changes for change must be faced through digital transformation by utilizing virtual power and augmented reality, Internet of Things (IOT), Artificial Intelligence, Big Data, biometrics, cloud computing and a number of other innovative technologies.

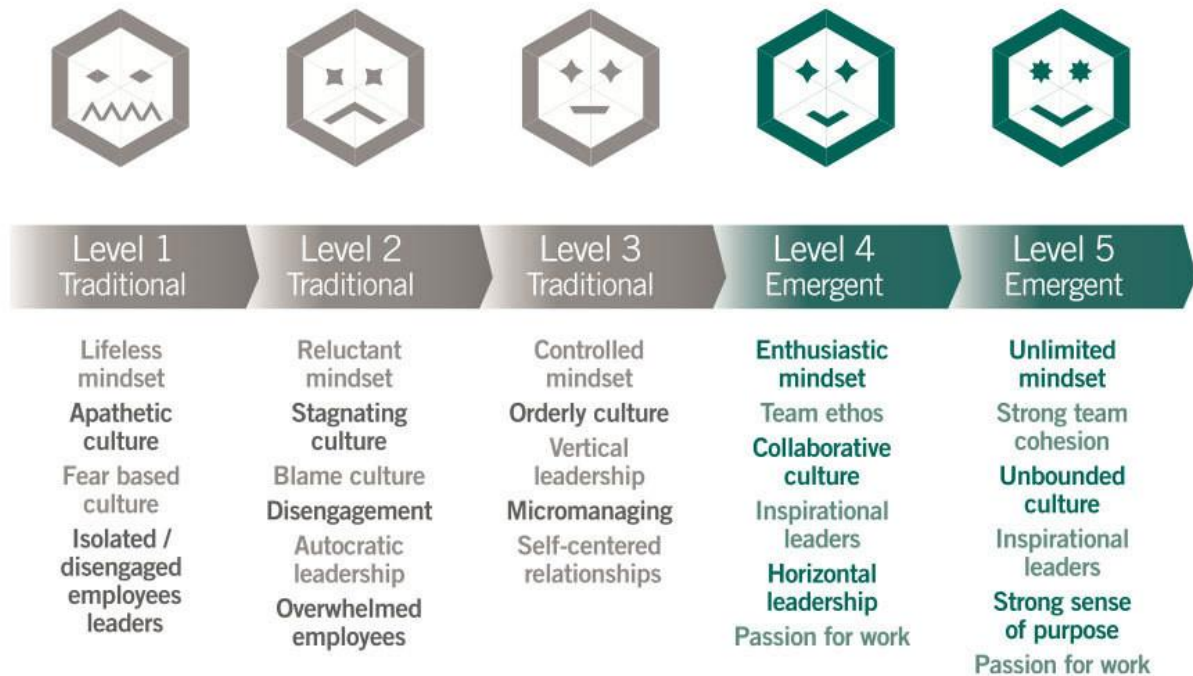
Paolo Gallo and Vlatka Hlupic (2019), said from the meeting of The World Economic Forum, and questioned, for entering the fourth industrial revolution do we require new type of leadership? ; The old leadership model requires changes and renewal in the management and leadership order, as well as necessary to formulate the new organization in entering a new era to survive and develop in the Industrial Revolution 4.0. These questions we often listen in many places, even though we all say, the leadership of adaptation is what we need in the world that is changing fast as the impact of the Industrial Revolution 4.0

Gallo and Hlupic (2019), Journal Harvard Business Review, titled "Humane Leadership Must Be The Fourth Industrial Revolution's Real Innovation", describes the current world conditions based on research from various parties among them: Data shows salary inequality between CE and employees with a ratio of 321: 1, without anyone who can understand a clear correlation with the performance of the company or sustainability. Jeffrey Feffer (2018) in his paper "Dying For a Paycheck" tells how many people are dying that caused by to stress, toxic-places, and defective management practices due to unfair management of organizational management. There are crisis within organizations, institutions and communities, performance continues to deplete when the return

of assets are going down despite labor productivity increases, even Fortune 500 express the declining of average life expectancy of big company from 75 to 15 years during the last 50 years.

Gallo and Hlupic (2019) said the culture of its leaders, ethics and awareness would describe organizational culture. The team and organization may have seen as "ripples" by the bad impact high-level of leader's decision, however, changes and acceleration in all aspects, will have an impact on communication, employee commitment, the ability to innovate, and other performance aspects.

Figure 3.



Some indicators that require a new approach, namely:

1. The relationship between superior management of people and better and more clear performance standards
2. Procedure for maximizing productivity, innovation and employee autonomy, and the lack of norms.
3. Individual leaders who include their beliefs, normative behavior, how to handle people and understand strategies.
4. The organization's mindset as a dynamic entity, not like helpless assets
5. Good intelligence is needed in all levels
6. Leaders must evaluate their own weaknesses and strengths
7. Required information about how all business units operate.

"Training" or self-awareness development is needed and clarifying views that prevent leaders. The management shift needed to adapt to RI-4.0 that is comprise of two categories: individuals and organizations. On individual shifts, top management as well as senior leaders must recognize their team and learn about how to persuade the members. Organizational changes in the following moment

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 (Figure 3). The proposed leadership model is 4th level, which level covers the leadership of 4.0-IR requirement and its characteristics described as Enthusiastic Mindset, Team Ethos, Collaborative Culture, Inspirational Leaders, Passion to Work, and Horizontal Leadership, or to higher levels Humane Leadership of Level 5.

Humane Leadership described by Gallo and Hlupic (2019) reinforces the views of experts because summarizing the combination of affiliated leadership, social leadership, and digital transformation leadership, and this is the kind leadership needed to enter the workforce of industrial revolution 4.0

5. CONCLUSION

5-style leadership, and its combination, which is proven to have a positive influence on the organization, especially institutions that are in the forefront of facing Coronavirus exposure, namely hospitals, traditional markets, public transportation, offices and schools, namely transactional leadership, transformational, Democrats, bureaucratic, and charismatic are the right combination to be applied and summarized in a suitable leadership model applied when undergoing a crisis. The presence of the Covid-19 pandemic becomes a driving factor for organizations to change primarily overland leadership, labor, work culture, and technology to succeed in adapting in RI 4.0. Through digital transformation by utilizing virtual and augmented reality strength, Internet of Things (IOOT), Artificial Intelligence, Big Data, Biometrics, Cloud Computing and a number of other innovative technologies.. Humane Leadership described by Gallo and Hlupic (2019) reinforces the views of experts because summarizing the combination of affiliated leadership, social leadership, and digital transformation leadership, and this is the leadership needs to survive and to enter the workforce of industrial revolution 4.0.

6. REFERENCE

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