THE ROLE OF LEADERSHIP ROLE MODELS FOR GENERATION Z IN CIREBON CITY

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ABSTRACT

To choose a role model, of course, wisdom is needed. This becomes a serious problem if we relate it to generation Z. The urgency of this research is to look at the role of leadership role models for Gen Z. This research uses a qualitative research method with a phenomenological approach. The results of this research show that cultivating a leadership spirit is influenced by three factors, namely: role models, literacy and family.

INTRODUCTION

Leadership is a term that is very familiar to us. Often we encounter the term leadership used by people to assess a leadership style. We can assess whether someone has leadership qualities or not from just one perspective (Senduk, 2018). In fact, leadership cannot be assessed from just one perspective but must be viewed from various perspectives. Why should leadership be viewed from various perspectives? Because leadership is not a talent or a gift bestowed by the Creator from birth. Instead, it is an ability or skill that must be learned and practiced by everyone. Whether someone can lead or not is seen from how that individual can overcome the challenges in their life.

So when should leadership be learned? The answer is from an early age because leadership cannot be formed instantly. It requires a considerable amount of time to develop leadership qualities. What are the factors that can shape an individual's leadership qualities? According to researchers, the most fundamental factor in shaping leadership qualities is having a role model or example in one's life. For example, how can a President lead a country if they do not observe the leadership styles of other world leaders? This, of course, will have an impact because by

observing examples from various world leaders and past national leaders, one can form a perspective on how to lead.

Based on the above, we can understand together that the quality of someone's leadership depends on the examples or role models they observe. Recognizing this fact, we can conclude that it is important to be careful in choosing role models. Choosing a role model certainly requires wisdom. This can be obtained by broadening one's knowledge and gaining various experiences. But what about individuals who do not yet possess these two things? This is what the researcher aims to address in this paper.

This issue becomes particularly serious when we consider Generation Z. They are a generation that is still very young but very curious about everything. Before delving further, let's first discuss what Generation Z is. Along with the advancement of time, every industry recruits and employs cross-generational resources in its workforce (Fitriyani, 2018). Starting from traditionalists, baby boomers, Gen X, millennials, and Gen Z. This demographic is embedded in the business environment and will at least impact organizations for the next twenty years.

During the same period, more than a quarter of millennials will take on managerial and leadership roles in multi-generational organizational settings. Therefore, it is important to address and train millennials and Generation Z to take on leadership roles in the following ways (Ngatmiati & Tjahyadi, 2022). It takes a lot of skills and knowledge to be a good leader, especially when dealing with Gen Z. The current generation, often referred to as millennials and Gen Z, has different characteristics from previous generations. They are more independent, creative, and goal-oriented (Komalasari et al., 2022). To be an effective leader in the modern era, it is important to understand the characteristics of the current generation and adapt your leadership style accordingly.

The concept of being a good leader is subjective. There are many ways, especially from current leaders. Although there are many choices, there are certainly some similarities, even identical ones. According to Investopedia, Generation Z refers to individuals born between 1997 and 2012. The oldest individuals in this generation are 25 years old. From a birth year perspective, most of Generation Z have completed their studies by 2022, and ten years later, Gen Z will become the nation's pioneering leaders (Kansaki et al., 2021).

Many individuals born as part of Generation Z are already married and starting families. Unfortunately, Generation Z is predicted to face a more uncertain future than previous generations due to the COVID-19 pandemic. Gen Z was raised in a world where important themes such as globalization, technology, climate crises, and connectivity have become commonplace (Irena & Rusfian, 2019). They also have unique perspectives and expectations about careers, workplaces, and leaders in their workplaces.

This is a serious matter because the term "lost generation" due to the COVID pandemic could become a reality. Therefore, many things need to be done by Gen Z to avoid being considered a lost generation. Hence, a common understanding is needed. Generation Z is a generation that requires a balance between the hard skills they possess and their soft skills (Hermawan & Ismail, 2022). There are many soft skills that can be learned, starting from communication styles, organization, to

leadership. In this regard, the researcher is interested in further discussing leadership because it is something that is needed (Jalaluddin, 2005).

If we refer to the Indonesian Dictionary (KBBI), literally, the meaning of the word leadership is leadership. In general, leadership is a skill or management function to influence, motivate, or direct others to do things to achieve certain goals. Technological advancements allow Gen Z children to learn anytime, anywhere. This makes Gen Z children have optimal intellectual abilities, broad knowledge, open-mindedness, the ability to accept differences, independence, and the ability to multitask.

If Gen Z children are unable to use technology wisely, they can grow up to be individuals who are individualistic, selfish, and anti-social. Even worse, Gen Z children can experience mental health problems, such as easily anxious, labile emotions, and difficulty adapting. This usually occurs due to a lack of control and supervision from parents regarding technology usage. Leadership is a soft skill that must be mastered by this generation. Therefore, through this paper, we will thoroughly discuss how Generation Z will develop leadership qualities by having a role model. Leadership can also be defined as a person's leadership style. Each person certainly has their own leadership style that is not the same as others'. It all depends on one's character. However, not everyone is necessarily capable of being a leader with good leadership qualities.

This research uses qualitative research methods with a phenomenological approach. The method and approach are considered appropriate because this research requires a deeper exposition of the research object, resulting in research that can be useful and serve as a reference for academics and practitioners. The problem formulation in this research is how the Role Model Leadership contributes to Generation Z.

RESEARCH METHOD

This research employs a qualitative method with a phenomenological approach. Qualitative research produces descriptive data in the form of written or spoken words from individuals and observable behaviors (Nasution, 2002). The qualitative method views reality as multidimensional, a unified whole that is constantly changing. Phenomena that occur in society cannot be measured, determined, or seen with numbers, thus understanding the phenomena experienced by research subjects (Moleong, 2014).

Phenomena occurring in society are the result of influencing factors. Phenomenological research aims to understand the perspectives of individuals who experience it directly or are closely related to the natural characteristics of human experiences, and the meanings they place on them (Kuswarno, 2009).

According to Husserl, the phenomenological research method aims to explain many things within oneself, namely, to understand what enters before consciousness, then to understand the meaning and essence in intuition and self-reflection. This phenomenological process also combines what is visible or clear with what exists in the mental image of the individual experiencing it directly. Therefore, the researcher directly internalizes from the empirical object to obtain accurate results in phenomenology (Mulyana, 2007).

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The subjects of this study are Gen Z actors in the city of Cirebon, while the object of the study is the role model of leadership. Data collection techniques are systematic ways or processes of collecting, recording, and presenting facts. The purpose of data collection depends greatly on the research objectives and methodology, especially data analysis methods. Our data collection techniques include observation and in-depth interviews.

Qualitative data analysis, according to Bogdan and Biklen (Moleong, 2017), is an effort made with data, organizing data, sorting it into manageable units, synthesizing it, finding patterns, determining what is important and what is learned, and deciding what can be described to others, based on what is observed in the field.

Based on the interactive model from Miles and Huberman, there are three paths of qualitative data analysis:

1. Data Reduction

Data reduction is the process of selection, focusing attention on simplification, abstraction, and transformation of raw data that emerge from field notes. This process is continuous and includes summarizing data, coding, tracing themes, and making clusters.

2. Data Presentation

Data presentation is the activity of organizing a set of information to enable conclusions to be drawn and actions to be taken. The form of qualitative data presentation can be in the form of narrative text related to the level of public trust in Cirebon city in using online transportation.

3. Drawing Conclusions

The conclusion-drawing effort is carried out by the researcher during fieldwork. From the beginning of data collection, the researcher begins to seek the meaning of objects, notes regular patterns (in theoretical notes), explanations, possible configurations, cause-and-effect sequences, and proposals.

In this research, conclusions are drawn after the data collected in the field, obtained through observation, interviews, and documents acquired from the field. The selection between important and unimportant data results in valid data.

Qualitative research faces important issues regarding testing the validity of research results (Bungin, 2010). To obtain valid data validity, data validation techniques are needed for research purposes, namely, by checking data validity through triangulation. The triangulation performed by the researcher is data source triangulation, which is done by checking data obtained from multiple sources. Data triangulation is deemed necessary because it avoids repeating questions asked to research subjects to obtain comprehensive and in-depth research results from the data collection techniques conducted by the researcher.

RESULT AND DISCUSSION

Based on the previous explanation, it can be stated that fostering leadership qualities in Gen Z in the city of Cirebon is influenced by several factors, namely:

1. Role Models

In line with the title of this article, Gen Z currently has very few role models in leadership. This is due to the abundance of foreign cultures that distort their

understanding of the concept of leadership. They become unaware of whom they should learn from and what kind of figure could foster leadership qualities.

2. Low Literacy

Gen Z has a weakness in that they tend to be lazy in seeking literacy. The current generation lacks hobbies for reading books and lacks self-update and self-upgrade. Additionally, Gen Z is not interested in attending seminars related to leadership, organizations, or similar topics. As a result, they lack a broad view of leadership.

3. Family

The family plays a dominant role in shaping leadership. Family factors greatly influence the formation of character. In fact, 95% is influenced by family factors. Ideally, in a family, a father or parent can serve as a role model for leadership. Through them, individuals can learn how to lead and how to address problems.

In essence, leadership skills are always needed both in the workplace and in everyday life. It is closely related to how to lead oneself and others to execute tasks efficiently.

In the workplace, this ability enables a leader or manager to delegate tasks appropriately, thus preventing unnecessary issues. Additionally, leadership has various benefits as follows:

1. Creating Change

Someone with good leadership skills not only leads a team but also creates innovation and change. Because change cannot happen instantly, it requires someone who can guide their team members towards impactful actions.

2. Conflict Resolution

Another benefit of having leadership skills is the ability to resolve conflicts. A leader with good leadership skills will listen to their members' concerns and address them promptly. In addition, involvement in the conflict resolution process will broaden insights into how to deal with others in a problem. Thus, leadership enables leaders to guide their members to effective solutions.

3. Enhancing Efficiency and Productivity

Generally, leadership skills indicate a leader's understanding of their members' abilities. During a problem, a good leader will always listen first to their members' opinions and grievances. This makes every member feel valued and directly enhances their trust in their leader.

4. Setting Vision

When some people need help understanding why they are doing something, a person with leadership skills can show their team members the vision of their organization. This includes explaining and convincing their members that something needs to be done to achieve what they want.

5. Motivating and Providing Guidance

Another benefit of leadership skills is the ability to motivate oneself and others. The level of someone's leadership ability can be seen in how they can reward others for their work, including the performance of their team members. With the

rewards given, motivation and morale among their members can be increased. In this way, others can see the importance of leadership.

CONCLUSION

Three factors that influence role model leadership pose a challenge. First, how this nation should create great statesmen who not only pursue power or political interests but must also be exemplary for the current younger generation. Second, the lack of literacy can certainly be anticipated by incorporating leadership material into a curriculum. Because leadership is a soft skill that must be possessed by the current generation. Third, families should be the first place for Gen Z to learn the meaning of leadership.

Gen Z would greatly appreciate if their leaders could be mentors rather than just bosses. Gen Z believes that a positive attitude is crucial for their leaders. They prefer leaders who are strong and effective communicators and can promote a positive and inclusive culture, demonstrate high levels of emotional intelligence, and, finally, provide ongoing guidance.

Here are some ways to become a role model for Gen Z:

1. Take Time to Get to Know Them

Gen Z is a generation that highly values their identity. They will greatly appreciate it if their leaders can also recognize them. This will build a strong bond.

2. Communicate To the Point

As the first generation of digital natives, Gen Z is very accustomed to quickly available information. This results in them having a short attention span. They prefer information that is delivered directly without much use of formal language.

3. Provide Opportunities for Growth

Gen Z greatly values their personal and career development. Provide them with opportunities to learn new things and do not limit their growth. You can give them more responsibility and let them learn from their experiences. This, of course, must be done under supervision because Gen Z has strong desires but must also be accompanied by strong mental development.

4. Show Appreciation

An effective way to motivate Gen Z is to show them that their work is meaningful and has a purpose. As a leader, you should continue to guide and remind Gen Z that their work is meaningful and has a significant impact, this can be done by appreciating them. Currently, the common mistake when dealing with Gen Z is the lack of appreciation because with appreciation, Gen Z will feel more valued and can unleash more capabilities than before.

5. Implement Learning by Doing

With access to various gadgets and their skills in using the internet, Gen Z has their own way of solving problems. They tend to rely on the web to find solutions to the problems they face.

Since the COVID pandemic in 2020, a new era has emerged for humans, where they must be able to adapt in traditional (offline) and digital (online) spaces. This transition has led to a high level of complexity in human life and the difficulty

of predicting phenomena. This condition encourages leaders, both in the public and private sectors, to apply agile leadership to remain productive.

Another factor driving the emergence of agile leadership models is explained by Oktarian et al. (2017). Agile leadership is driven by the habits of Generation Y or millennials (born between 1981-1996). Millennials are known to be tech-savvy individuals, who are good at using and understanding technology. Millennials have a tendency to start new things and are more individualistic, egocentric, apathetic, and easily bored. They are known as a generation with high education and high innovation but have low commitment and loyalty. Millennials always want to seek new opportunities. This millennial habit unconsciously continues to the next generation.

Leadership development is one of the important aspects in the growth and success of an organization, including the current Student Organizations (Ormawa) which are inhabited by Gen Z. In an era full of rapid changes like today, traditional leadership styles are often not effective enough. Therefore, implementing leadership concepts such as agile leadership becomes increasingly relevant.

Vision is not only driven by the initiatives and innovations of leaders. However, all members have an active role in determining the goals and objectives of the organization. The focus is placed on desired outcomes and adding value to members and society. One principle that can be applied is with the mindset of "creating shared value".

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