

Millennial Leadership Style of Public Services in The Society 5.0 Era

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Abstract. This article aims to analyze and describe the millennial leadership style for public services in the era of society 5.0. The method used in this article is a qualitative descriptive method. This method refers to the identification or characteristics that distinguish groups of people, objects and events. The results of the article show that 1) The challenges of public service in the era of society 5.0 provide great opportunities for millennials to lead bureaucratic organizations. Because millennials are seen as far more competitive, creative, critical, and idealistic in leading bureaucratic organizations than their seniors, Generation Y; 2) The millennial character is very close to digitalization adaptation so that it provides opportunities for government collaboration with the industrial sector; 3) In 2030 it is estimated that 70 percent of future leaders in Indonesia will come from the millennial generation who are at a productive age. This generation is in control of the Indonesian economy in the future and is expected to be able to lead this nation towards a more advanced and dynamic development. This article provides an illustration that millennial opportunities to become leaders need to be encouraged so that they are able to become exemplary leaders, leaders who have a sense of responsibility, and leaders who are able to take risks and work in teams.

Keywords: Public Service; Millennial Leadership; Society 5.0

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INTRODUCTION

The increasing number of Generation Y or commonly referred to as the Millennial generation entering the world of work with privileges that tend to be different from the previous generation is one of the new challenges for the world of work. Millennials are often referred to as a generation that likes freedom and flexibility, such as the freedom to work, study or do business. The Millennial Generation, which also has another name Generation Y, is a group of people born over the 1980s to 1997. They are called millennials because they are the only generation that has passed the second millennium since the theory of this generation was first exhaled by Karl Mannheim in 1923. (Koçak & Burgaz, 2017)

Mashuri, M. A. (2019) said that the millennial generation's motives for independence, competence, and innovation in the implementation of public services in the era of society 5.0 are obtained by millennial generation employees who want to work according to the rules and

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systems that apply and want to develop their abilities so that they are more professional in the field of public services. Social action in the independence, competence and innovation of the millennial generation, it was found that in instrumental rational action there is a spirit of increasing employee performance, namely the millennial generation in responding objectively to the conditions of evaluating performance in the work environment. The independence, competence, innovation of the millennial generation are constructed to achieve the vision, mission and goals of the organization, namely the social construction of the millennial generation which is independent in electronic-based public services showing an attitude of not depending on others, serving well even though they have different characters, working according to their main duties and collaborating in team. The millennial generation's social construction that is competent in electronic-based public services shows a broad-minded attitude and is always open to changes. The social construction of the innovative millennial generation shows an attitude of providing excellent service and the adoption of innovation occurs due to factors of education, learning and work experience.

Peramesti, N. P. D. Y., & Kusmana, D. (2018) emphasized that leadership must be able to adapt to the demands and developments of the times. The era of digitalization requires a leader who has a visionary soul and thoughts. Yasa, A., Suswanta, S., Rafi, M. (2021) suggests that there should be a design to strengthen the management system of all programs/policies that have been successfully created and implemented by regional heads as leaders in their regions, which have a positive impact for the area. Strengthening bureaucratic reform towards the era of society 5.0 in Indonesia is experiencing various obstacles related to the dominance of bureaucratic pathology, a culture of corruption, and the bureaucracy's unpreparedness for the use of technology and information in the orientation of public services to the community. Therefore, planning for the development of HR apparatus by KemenPANRB in strengthening bureaucratic reform towards the era of Society 5.0 must be carried out appropriately by responding to various obstacles that occur as well as all forms of environmental changes and developments of the times.

Sawir, M. (2020), says that the bureaucracy is a type of modern organization used by the Government of Indonesia to carry out state administration tasks in carrying out the implementation and implementation of Public Services. Bureaucracy is very necessary as an administrative facility that helps the community to fulfill all aspects of life, especially in terms of service government. When viewed from the concept of government, the bureaucracy is the implementer of public policy. Bahri, S. (2020) The political view says that the Bureaucracy as a

formal organization embodies in carrying out and implementing all government policies through a series of predetermined stages or is likened to an organizational machine. From here we can see that public services are all forms of government services. To get good service to the community, it is also necessary to have a good bureaucratic culture.

Facing public services in the Society 5.0 era, the millennial generation is facing various problems related to the accumulation of abundant data and very rapid technological developments. Abundant accumulation of data can have an impact on the difficulty of obtaining accurate and actual data and hoax news will be rampant. The author believes that the next generation or millennials must make their best contribution, because leadership in this millennial era is the answer to the challenges faced by today's leaders. In essence, this challenge has often become the subject of discussion and has even become an important issue for the survival of government organizations, especially in public services. From various observations related to the phenomenon of public service problems in the era of society 5.0, there are at least a number of problems related to leadership, including: 1) Leaders who are less able to become tel is good to subordinates and also the community; 2) Leaders lack a sense of responsibility in maximizing institutional tasks; 3) Leaders lack the courage to take risks caused by various pressures both from below and from above; 4) Leaders do not create good cooperation among members of the organization so that public services become hampered.

These various problems regarding leadership are caused by several reasons, one of which is that leadership regeneration is not running optimally at both the central government and regional government levels, in various private sector industries, and also non-governmental organizations. The dominance of Generation X still occurs across the government and private leadership sectors. So maybe it's time for this transition or regeneration to be given to Generation Y or millennials who are considered more able to adapt to various conditions and situations. Releasing data from the Central Statistics Agency (BPS), the total workforce in Indonesia will reach 144.02 million people in February 2022. This number reaches 69.07% of the total working age population, which is 208.55 people. According to Widayati, T. (2021) the working age population is those aged 15 years and over. While the labor force is the working age population who are working or have a job but are temporarily not working or unemployed.

From the BPS data release February 2022, it is clear that the largest workforce is in the age group between 25-29 years, reaching 17.18 million people. Followed by the 30-34 year age group with 16.89 million people, and the 35-39 year age group with 16.78 million people. Meanwhile, the workforce for the age group of 15-19 years is the least, namely only 5.98 million

people. For this reason, the author believes that it is appropriate for all circles to provide space and opportunities for millennials to gradually take part in leadership. This perspective is in line with what Peramesti, N. P. D. Y., & Kusmana, D. (2018) said that leadership is an important part of the management process and is needed in all types of organizations. Leaders plan and manage existing resources by influencing and directing others to achieve optimal subordinate performance. Leadership success is influenced by the applied leadership style and subordinate satisfaction. Ambarwati, A., & Raharjo, S. T. (2018) also added that being a good leader in the current and future millennial generation is a critical challenge. Along with the times, many leaders emerged because of the demands and environmental conditions at that time. In the era of the millennial generation, effective government will be realized if leaders can meet the qualifications as leaders who are credible, have the ability, intellect, and vision that is far into the future. Meanwhile Arifin, A. L. (2021) believes that a good leader must also have integrity, honesty, and loyalty to the interests of the people. Millennial leadership needs to support the independence and entrepreneurial spirit of the millennial generation. Building a nation must have the main foundation of independence and entrepreneurship.

From the various contexts of the problems discussed above, this article is important to discuss how to manage the ideal public service bureaucracy in dealing with society 5.0. Besides that, the author also discusses what are the important contributions of the millennial generation for the progress of bureaucratic organizations in Indonesia

METHODS

This research uses descriptive research with a qualitative approach. This method refers to the identification or characteristics that distinguish groups of people, objects and events that cannot be generalized. Silalahi. U (2018). Basically descriptive qualitative involves the process of conceptualization and results in the formation of a classification scheme. The data used are secondary data sourced from publications, namely books, journals, newspapers/magazines, websites, and policy documents related to problems. Sugiyono (2017). The role of the writer is someone who observes social phenomena by looking at primary data related to the productive age group based on generation. From there the author also looks for data and facts from the Central Statistics Agency (BPS) and the National Civil Service Agency (BKN) to then process and interpret them as a conceptual basis for research so that the presence of the author here acts as a key instrument as a non-participant observer where the author is out in the field but does not involve directly into the life of the object of research.

The data sources contained in the research articles are 1) Primary data sources, namely by looking at the results of interviews with bureaucratic observers through television channels, YouTube, laws and regulations, journal literature from previous research, and websites; 2) Secondary data sources, namely by looking at documents, reports, statistics related to the research focus, and also interviewing several informants, namely the author's relatives who are bureaucratic actors from the millennial circle (Generation X) and bureaucratic actors from the circle (generation X) to find comparison of how they work in public service

RESULTS AND DISCUSSION

Indonesia's population increased by 32.05 million people in the 2010-2020 period. With this addition, the total population in Indonesia has reached 270.02 million people as of September 2020. The population growth rate is an average of 1.25% per year. Quoting data from the National Civil Service Agency (BKN), the number of ASNs is also filled by people who tend to be close to retirement, as shown in the data below:

NUMBER OF PNS (AS OF 15 JULY 2022) 3.9 MILLION PEOPLE
PNS AGED 51-60 YEARS 1.47 MILLION PEOPLE
PNS AGE 41-60 YEARS 1.24 MILLION PEOPLE

Data source: Republic of Indonesia State Civil Service (BKN) Agency 2022

From these data, the number of civil servants is now filled by people who tend to be close to retirement. At least as of July 15 2022 the total number of civil servants reached 3.9 million people, in fact there were 1.47 million people who were aged more than 51 years to 60 years. Meanwhile, there are 1.24 million civil servants aged 41 to 60 years. With the domination of old age employees at the central and regional government levels, the space for young talents of productive age is dwindling, even though what is needed to design strategic policies in the current era are those from young people to respond to developments in an increasingly competitive era. Quoting the opinion of Muttaqin, T, et al (2018) that science and technology-based industries that are experiencing rapid development require a professional and competitive workforce and

demand the development of relevant fields of expertise in both high schools and tertiary institutions. Science and technology (Science and Technology) is a determinant of economic growth, as well as a trigger for socio-cultural-political change and this is an opportunity for Millennials to continue leadership regeneration in bureaucratic organizations. At least the prerequisites that must be owned by millennials in running a bureaucratic organization

1. A Leader Who Can Be A Good Example

In this era of globalization, there are more and more challenges in every aspect, both in daily life and work. The existence of a leader in the organization is needed to bring the organization or individual is needed to bring the organization to the goals that have been set. Pasolong, H. (2020) The main task of bureaucrats is to follow up on political decisions that have been taken by the government. This synergy should intersect from the central government to regional governments. To improve the quality of public services, bureaucratic policy actors use their authority by organizing their apparatus components to work according to a predetermined plan. Leaders must also be a good role model in giving orders to subordinates. Umam, M. K. (2019) views that one of Indonesian cultures tends to be paternalistic. Junior respects seniors or elders. Leaders as seniors are respected by subordinates. Therefore, the leader becomes an example for his subordinates, therefore he must be able to set an example for his subordinates to emulate.

Public services play an important role in meeting the needs of the wider community. According to Law Number 25 of 2009 concerning Public Services, it is described that public services are activities or a series of activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services, or administrative services provided by public service providers. The implementation of public services is in principle a service aimed at individual human beings who live together in one country and are controlled by a power, namely the government, because the government is a provider of public services and is carried out in a sustainable and responsible manner. Moenir (2015) said that service is essentially a series of activities, because it is a process. As a process, service takes place routinely and continuously, covering all organizations in society.

Usman, H. (2013) added that there are four characteristics of a leader, namely: being honest, looking far ahead, inspiring, and being proficient in communication. The combination of these four characteristics will form credibility which reflects the character of a role model who can be trusted. Meanwhile Umam, M. K. (2019) added that the essence of leadership is trust. And that must be built by Millennials if the regeneration of leadership that has been dominated by Gen

X so far can run effectively. The way to do exemplary leadership is to set a real example to subordinates so that they are influenced to do so.

From the various opinions above, the researcher concludes that the millennial leadership style as a generation with a large number must be managed properly so that it can produce suitable leader characters in carrying out government services in the era of society 5.0. The increasing number of millennials (Generation Y) who enter the world of bureaucracy tends to have new challenges in the perspective of public services. The nature of millennials who are known to want to be flexible in working, studying and guiding will certainly bring their own color to the sustainability of public service bureaucratic reform in Indonesia.

2. Have a Sense of Responsibility

The bureaucratic climate in maximizing good service to the community is influenced by culture and the development of the times as well as political struggles from time to time. Government Regulation number 80 of 2010 which focuses on administering the Government which consists of Corruption, Collusion and Nepotism and improving the quality of public services to this day has not yielded maximum results and this will not happen if it is not supported by an increase in the capacity of leaders, apparatus capacity and fundamental changes in mindset and adaptation to the social environment. Hendarsyah, D. (2019) social problems faced by the government. Especially now that there is a social phenomenon, namely the demographic bonus and the era of society 5.0 which if used properly will bring big changes in progress or vice versa. The growth of E-Commerce among the public is one of the portraits that must be addressed wisely. This means that changes in the order of people's lives make orders must adapt to make policies that effectively support what the community wants. Al Faruqi, U. (2019). Society 5.0 is an idea that explains a revolution in people's lives with the development of the fourth industrial revolution. The concept to be presented is how revolution occurs in society, both by utilizing technology and by considering the humanities aspect. Several sectors of work and needs are starting to enter digitization by utilizing Artificial Intelligence, Big Data, Robotics, Automation, Machine Learning, and the Internet of Things. For that it all depends on the responsibility of Government Leadership and RoadMap: Making Indonesia about Public Policy in the Society 5.0. Opinions say that the implementation of the use of technology has begun to pay attention to aspects of the humanities in order to create various tools in the process of solving existing social problems.

Puspita, Y. (2020) says that education is more important and is believed to be one of the fields that has a strategic position. In line with the development of education that is specific to

digitalization, of course the millennial generation is very closely related to the education of the Industrial Revolution 5.0 or the fifth Generation Industrial Revolution. Where this revolution focuses on digitalization and automation patterns in all aspects of human life. Many parties are not aware of these changes, especially among educators, even though these are challenges for the younger generation or millennial generation today. Especially nowadays, the millennial generation has its own challenges facing the era of the all-digitalization industrial revolution (Society 5.0). Most of them grow and develop through education, so that education becomes a vehicle for the development of the millennial generation. For this reason, competent human resources are needed as assets for the process of developing the millennial generation who are ready for problems and challenges. Thus, human resources become an important part of the process of developing education for the millennial generation. There are five HR domains that are considered important in the development of human resources in education. The five domains are professionalism, competitive power, functional competency, participatory excellence, and teamwork

Ali, U., & Waqar, S. (2013) emphasized that leaders who have a sense of responsibility will use their attitudes, instincts and personality traits to create a situation that creates a sense of trust from subordinates. From these views, the authors conclude that responsible leaders must be based on the basic principles of management, namely planning, organizing, supervising and controlling so as to be able to create an organizational environment that they lead so that they can work together to achieve goals. In making decisions, leaders must also be good listeners, especially if people around them ask for advice and share.

3. Dare To Take Risks And Work In A Team

Everyone has a different mentality. And the key to individual success is to have a strong mentality, because the percentage of success will be large. This is because mental will greatly influence a person in making decisions so that if someone has a large enough mental then the individual can make decisions quickly. Ambarita, B. (2013) emphasized that leaders who dare to take risks can be said to be professional leaders. Because he will always be committed to his members to improve their professional quality. Someone who has a high professional attitude is reflected in how he develops himself in accordance with the times so that his existence will give a professional meaning.

Kom, A. L. S. (2019) emphasized that the requirements for a leader in practice are 1) organizational knowledge; 2) managerial knowledge; 3) administrative knowledge; 4) correspondence knowledge; and 5) meeting management knowledge. Of the five conditions,

Podungge, A. W., & Aneta, A. (2020) added that leaders must also have language skills, skills in mastering information technology, and have ethics and norms. From these various responses, the author concludes that the inherent characteristics of millennial leaders in dealing with society 5.0 are leaders who are able to take the initiative to think, act, and mobilize their subordinates. Thus he will be considered a leader who is mentally strong and well-established in making decisions.

CONCLUSIONS

This research focuses on the challenges and opportunities of the millennial generation with an age range of 25-40 years to be able to lead bureaucratic organizations. This challenge is connected by the author with changes in the perspective of public services which lead to the era of Society 5.0. Some of the conclusions in this article are 1) The challenges of public service in the era of society 5.0 provide great opportunities for millennials to lead bureaucratic organizations. Because millennials are seen as far more competitive, creative, critical, and idealistic in leading bureaucratic organizations than their seniors, Generation Y; 2) The millennial character is very close to digitalization adaptation so that it provides opportunities for government collaboration with the industrial sector; 3) In 2030 it is estimated that 70 percent of future leaders in Indonesia will come from the millennial generation who are at a productive age. This generation is in control of the Indonesian economy in the future and is expected to be able to lead this nation towards a more advanced and dynamic development. This article provides an illustration that millennial opportunities to become leaders need to be encouraged so that they are able to become exemplary leaders, leaders who have a sense of responsibility, and leaders who are able to take risks and work in teams.

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