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## **POSITION AND ROLE OF LEADERS IN THE INDUSTRIAL REVOLUTION 4.0: A REVIEW OF THE GENERAL MANAGER OF STARRED HOTELS IN BALI**

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### **ABSTRACT**

The leader has a strategic position and role in controlling the organization and people who have the will, intelligence, and courage to control the organization and all employees, and supported by the hard and soft of infrastructure, so that it can bring the organization to realize its goals according to plan. The purpose of this study is to examine the position and role of leaders in the era of the industrial revolution 4.0 to realize the goals of business organizations. The population are all off the General Managers of Bintang Hotels in Bali Province with a total of 507 people in 2019. Determination of the sample used purposive sampling with the "snowball" model, so that if it was saturated the interview would end or be finished. Meanwhile, the other of data collection are conducted by observation, the study of documents, and focus group discussions. To test data validity carried out through triangulation techniques with a source and time approach. Based on the results of the study, that from other aspects the average General Manager of the star hotel, also has managerial skills, leadership, mastery of information and communication technology as an important component in managing hospitality business, so that it grows and develops in line with the expectations of internal and external parties. The position of leader in the industrial revolution era 4.0 should be in 5 (five) positions so that it is faster and more sensitive in anticipating problems and the slightest organizational problem is quickly recognized by the leader. It can be said that it is faster to formulate and find solutions to every problem, both in the internal and external environment of the organization. The role of a leader is at least 10 (ten) main tasks and functions. If it can be done based on professionalism, the leader will become a center of excellence and good will for the organization and it will affect internal and external parties' trust in the organization.

### **KEY WORDS**

Leadership, Industrial Revolution 4.0, hotel, management.

Leaders have strategic positions and roles in controlling organizations, both nonprofit oriented organizations, and profit-oriented organizations. Leaders are people who have the will, intelligence, and courage to control the organization and all employees, and supported by the hard and soft of infrastructure, so that it can bring the organization to realize its goals according to plan. This is in line with the views of Winardi (2000), Thoha (2003), Rivai (2003), Adair (2006), and Kartono (2009). A leader is a person who has the skills and strengths that can influence and direct the behavior and people they lead together to achieve certain goals.

Viewed from the perspective of time, the goals of business organizations can be categorized into 3 (three) namely; short term goals, medium-term goals, and long term goals. The duration of business organization goals for the three categories, seen from the time is not the same. The difference in the duration or duration of each business organization's goals is determined by nature or characteristics, including the size of the organization.

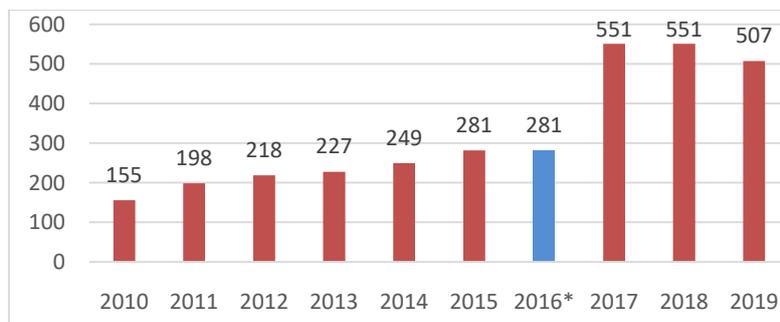
The nature or characteristics of an organization such as individual businesses, union-based firms, and limited liability companies, certainly determine the duration of time to achieve goals, both short, medium, and long-term different. Likewise, when viewed from the large and small business organizations. The larger or broader the business organization, the longer the relative determination of the duration to achieve the three categories of organizational goals. Conversely, the smaller the business organization, the relatively shorter determination of the duration of achievement of organizational goals.

In general, the goal of short-term business organizations is to consolidate all internal and external resources, including managerial aspects, so that organizational mobility can be directed, structured, organized, progressive, and based on the plan. Meanwhile, the medium-term goal is to seek profits, with the intention that the organization's cash flow is controlled and efficient so that it is easier to realize long-term goals. When the medium-term goals can be realized, the next step is to realize the long-term goals. The long-term goal of a business organization is to increase the value of the organization by being characterized by an increase in the assets or wealth of the organization and will lead to a broader business organization.

The increase in assets or wealth and broad business organizations can be seen from the increasing number of employees, the number of production, the number of facilities and infrastructure, including other factors of production. Increasing the area of business organizations, providing great opportunities, and encouraging leaders to expand the business, both expansion in one line of business, and expand business expansion in other fields. It all depends on the position and role of the leader as the party most responsible for managing the organization, as well as the will, intelligence, and courage to expand.

The facts show that in the 4.0 revolution era marked by the disruption in various fields, especially now that the Pandemic Covid-19 is almost happening all over the world, the challenges as leaders, especially in business organizations, are very heavy and tend to be massive. A leader must be careful and smart in counting, to avoid various pressures, especially the pressure of "cash flow" as a result of external pressure. Covid-19 pandemic is one of the external pressures and has spread almost all over the country and has been proven to influence various human activities, including business activities in all fields. Various implications arose due to the Covid-19 Pandemic, including in Indonesia and the Province of Bali. As a well-known tourist destination in Indonesia, Bali is experiencing enormous pressure due to the Covid-19 Pandemic. The dominant economy in Bali driven by the tourism industry is significantly affected, due to the Covid-19 Pandemic. The tourism industry has stagnated so that tourism accommodation, such as hotels, has experienced a drastic reduction in occupancy, even partially closing operations. The decline in hotel occupancy, due to trauma of tourists to the Pandemic Covid-19 and not only domestic tourists, but also to foreign tourists.

As the implication of decreasing hotel occupancy, several starred hotels in the Province of Bali experienced an operational decline, so to restore those operations, the position and role of the General Manager became very central and strategic. The existence and professionalism of true leaders are tested in this era. The success in dealing with these pressure is determined by how strong and smart it plays its position and role optimally during various disruption today. Furthermore, as information material, it is presented the growth of star hotels in the Province of Bali during the period 2010 to 2019 before the Covid-19 Pandemic. If we look at the data, it turns out that star hotels have continued to grow relatively over the last ten years and that is caused by the conducive climate of the tourism industry in Bali. An illustration of the development of the number of star-rated hotels in Bali over 10 years, from 2010 to 2019, is presented as shown below.



Graph 1 – Development of the Number of Star Hotels in Bali Province, 2010 – 2019 (Source: Processed from data from the Central Statistics Agency of Bali Province)

The graph above shows that the number of star hotels in the Province of Bali tends to increase with the highest achievements of 551-star hotels (2017-2018). Data in 2016 was not available because in that year data collection was not carried out related to the presence of star hotels and assumed to be the same as the number of star hotels in 2015. From these developments, an average increase in the number of star hotels in the Province of Bali per year was 8.08% during the period 2010-2019. The highest increase in the number of star hotels occurred from 2010 to 2011 as high as 27.74%, from 155-star hotels in 2010 to 198-star hotels in 2011. The increase in the number of star hotels in Bali, of course, was followed by an increase in the needs of leaders, because to drive star hotels as business organizations that have the above objectives, require the presence of a leader.

The existence of a leader becomes central, important, and strategic, seen from the position and role of a leader in business organizations. The leader is controlling the main like a pilot who controls the aircraft to reach the destination. Likewise, the position and role of the leader in a five-star hotel are not much different from a pilot. Therefore, by considering and considering 2 (two) reasons as logical arguments, such as Disruption and Covid-19 Pandemic, it is very interested in researching the position and role of leaders in the industry 4.0 industrial revolution, especially accompanied by the existence of Covid-19 Pandemic currently. Finally, by paying attention and considering the description above, this study is proposed in 2 (two) problem formulations. Furthermore, the two formulations of the problem can be presented as follows.

Where are the leaders in the industrial revolution 4.0 to realize the goals of business organizations?

What are the roles of leaders in the era of the industrial revolution 4.0 in efforts to realize the goals of business organizations?

## LITERATURE REVIEW

This study includes a qualitative research category with a population are all of General Managers of Bintang Hotels in the Province of Bali with a population of 507 people in 2019 (Badan Pusat Statistik Provinsi Bali, 2020). Next, from this population, sampling will carried out to determine the sample. Determination of the sample used "purposive sampling" with the model "snowball", so that if it is saturated the interview will end or finished. Meanwhile, the other of data collection are conducted by observation, the study of documents, and "focus group discussions". To test data validity carried out through triangulation techniques with a source and time approach.

As the main theory in this study is the theory of the position of the leader of Ki Hajar Dewantara. According to Ki Hajar Dewantara, an organization leader is in 3 (three) positions, namely, in the front, it is called "ing ngarsa sung tuladha" in the middle it is called "ing madya mangun karsa" and behind it is referred to as "tut wuri handayani" (Majelis Luhur Persatuan Tamansiswa, 1977). Furthermore, Astawa and Satria (2020) stated that the current leader is in 5 (five) positions and said 3 (three) positions are the same as Ki Hajar Dewantara, only 2 (two) positions added namely above and below. Not yet mentioned in terms, as by Ki Hajar Dewantara that 3 (three) leadership positions have been made using the Javanese language as stated above. Only 5 (five) positions or places the leader was given a role by Astawa and Satria (2020) namely 10 (ten) roles.

Furthermore, Astawa and Satria (2020) mentioned that the role of a leader at this time, when in front of the lead role as; (1) innovators and (2) creators, when in the middle they act as; (1) mediator and (2) facilitator, when behind the role as; (1) motivator and (2) promoter, when the above acts as; (1) the executor and (2) the accelerator and under the role as; (1) stabilizers and (2) dynamists. This leadership concept complements some previous studies such as Greenleaf (1998), Russell et al (2002), Irving (2004), Liden (2008), Spears (2010), Parris et al (2013), Adam and Ponton (2015) and Sepahvand et al (( )) 2015) which dissected the servant leadership theory which focused more on the character of a leader, and also several other studies that focused on transformational leadership, there are; Yildiz (2014), Royer et al (2015), Dutta (2016), and Prabowo and Irawanto (2018). The concept of conventional leadership is more focused on making service as the main function, not

specifically explaining that the function of the leader is adjusted to the roles in front, in the middle, behind, above and below, and the unique is that each role will provide different functions according to what is sparked by Astawa and Satria (2020).

## RESULTS AND DISCUSSION

As already stated, this study uses qualitative analysis techniques and focuses on the position and role of leaders in business organizations in the Province of Bali by taking the population and sample of General Manager of star hotels. As the rules in studies with qualitative analysis techniques, then since data collection has begun to conduct data analysis, so that qualitative analysis in this study is relatively concurrent, from the beginning to the end collecting data using several techniques as mentioned above.

The results of the study of 17 samples as informants showed that most General Managers of five-star hotels have an average age of 45 years with a range between 35 years to 55 years. In more detail, the general characteristics of star hotel general managers can be seen in Table 1.

Table 1 – Characteristics of General Managers of star hotels

No	Characteristics	Average	The range	Information
1	Age (years)	45	35-55	In addition to being educated formally, the General Manager has also attended a brief education in hospitality management
2	formal education	S1	S1-S3	
3	Mastery of work experience	15	10-20	
4	foreign language	1	1-2	

Source: Processed from Primary Data, 2020.

In addition to the characteristics as presented in Table 1.0, it is seen that from other aspects the average General Manager of the star hotel, also has managerial skills, leadership, mastery of information and communication technology as an important component in managing hospitality business, to grow and develop in line with the hope of internal parties and external parties. From 17 informants as a sample revealed that in the industrial revolution era 4.0 especially during the Covid-19 Pandemic, the challenges as a leader were relatively heavy and drained a lot of energy, thought, time and energy.

The data and results of the study show that the position of the leader of the business organization is very strategic and becomes the center of attention or center of all employees. A flexible leader will be able to move from one position to another so that they can capture the problem in that position and then be able to find solutions to the problems that are happening. That is characteristic of flexible leaders who very sensitive to the current conditions developing, both in the internal and external scope of the organization. Otherwise, leaders who only stay behind the table, so that when problems occur in various positions are very slow to resolve and wait for the staff to report, then the leader is considered as less flexible, adaptive, and even considered rigid and insensitive with the current conditions. Therefore, there are at least 3 (three) dominant factors causing organizational leaders to be flexible, sensitive and adaptive, in line with Astawa and Satria (2020) that a leader is required to have; (1) willpower, (2) ability, and (3) courage. This view is in line with Abbas and Asghar (2010), Moo and Yazdanifard (2015), Sonal Trivedi (2015), Oberer, and Erkolar (2018), Bruno (2006), Meyer (2005) and Nanus (1995) who reveal that success or failure a leader is determined by the ability to adapt every change and the key to the success of leaders in the industry 4.0 era is the ability to compete, innovate and have the courage to accept, encourage and motivate his team for mutual progress. It would be better if a leader dares to challenge themselves to get out of their comfort zone by contemplating and receiving feedback from outside the organization.

Furthermore, the role of leaders in managing and controlling business organizations, in addition to having a strategic position, is also seen to be very decisive in the success of business organizations, especially in realizing goals. Therefore, the objectives of business organizations that have been planned and arranged as a result of thoughts and decisions with all "stakeholders" are mandatory and must be realized. Success in realizing business organization goals includes key indicators in measuring the success of leaders. In operations

when realizing the goals of the organization all elements move together in one synergy, movements and actions are not only determined by a leader. Because all company functions must synergize and run in an integrated manner and there is no eliminating each other (Astawa, et al: 2020).

When confirmed to the informant, a leader should be flexible in 5 (five) positions and have a role in each position of at least 2 (two) roles as mentioned above, all informants strongly agree and none of them disagree. Even some of the informants can explain in more detail about the 10 (ten) roles in the 5 (five) positions. Also revealed are the driving factors and obstacles to the role of the leader, especially in business organizations. These factors such as; (1) basic capital, (2) intelligence, and (3) strategy.

Basic capital is in line with Astawa and Satria's (2020) view that if a leader wants to play an optimal role, they must have 3 (three) basic abilities namely; (1) leadership knowledge, (2) managerial knowledge and (3) entrepreneurial knowledge. If a leader has leadership abilities, then they can be an example, role model, qibla, trendsetter, and role models from their staff. Meanwhile, if you have managerial skills, then they can change from zero to hero, nothing to something and from the minimum to the optimum of all resources or potential, both internal and external. If the leader has the ability of entrepreneurs characterized by an efficient, effective, productive, and progressive person (Astawa, et al, 2020).

In addition to 3 (three) basic knowledge, a leader must have intelligence. Why? Because with this intelligence, a leader avoids doubts in leading an organization. There are a minimum of 7 (seven) intelligence such as; (1) human skills, (2) conceptual skills, (3) design skills, (4) managerial skills, (5) technical skills, (6) soft skills, and (7) spiritual skills (Astawa and Satria, 2020). Ownership of all these skills will be able to increase self-confidence and courage in controlling business organizations so that individuals and subordinates will grow and develop individual trust and at the same time grow and develop subordinate's trust to their leader.

Similarly, the ability to formulate strategies. Leaders who are always able to solve problems quickly and precisely, in addition to having basic knowledge and intelligence, as mentioned above, are also supported by the ability to formulate strategies. The ability to determine techniques, ways, models, and approaches in solving any internal or external problem is a form of the ability of leaders to formulate strategies. The speed of finding solutions to problems thoroughly and accurately can minimize the burden and social costs of an organization so that it can move faster to realize the goals of the organization. On the other hand, being late in finding solutions to organizational problems will hinder the achievement of goals, even it is likely to lead to new problems, if the problem is too long, especially if the dissolved problem is not resolved by the leader. Therefore, the leader is naturally posed as a "center of excellence" for the organization and can even be as valuable assets as "good will" for the company so that the loss of leaders can have unfavorable implications for the development of the company as a business organization.

As already explained that with a leader in 5 (five) positions with 10 (ten) strategic roles, it will certainly be able to realize the goals of business organizations quickly, precisely, and accurately. Therefore, even the slightest problem is very quickly known by the leader. When conflicts occur between departments and the position of the leader is under the role as a stabilizer and dynamist, then before the conflict is more widespread, can be detected earlier and can be resolved with a personal or communal approach, so that the work atmosphere continues to grow in a conducive and stable atmosphere. Conflicts still occur, but with this approach, the existence of conflict will build dynamism of the employee work atmosphere in a positive direction so that work stability is guaranteed. Moreover, the conflict is well managed, it will be a "check and balance" among the elements involved in the conflict. So that the role of the leadership is lighter in supervision. Likewise, when the leader in that position above, the role of executor and accelerator will be fast and bold to execute every policy that has been set. It doesn't even stop with the courage to execute it, or after it stops. But it was continued by accelerating the policies that had been executed so that all parties, both domestic and public, we're satisfied with the role of such a leader.

When the leader is in the front, with the roles of innovators and creators. The organization will become more progressive because there is always innovation and creation

from the leader. There is no visible saturation and stagnation in organizations as the implications of leaders who play a full role in innovation and creation. The organization looks more productive and full of creativity in carrying out various activities and in providing various forms of service, for the sake of creating internal and external party satisfaction. Furthermore, when a leader is in the middle with a role as a mediator and facilitator, it appears that the leader is very sensitive and intelligent to be a "bridging" and facilitates relationships, up and down, or sideways, and the flow of communication flows fluidly, smoothly and is never blocked, so that the work atmosphere is comfortable, conducive and productivity continues to increase by the organization's growth. When the position of a leader behind, is no less strategic. Acting as a motivator and promoter, of course, it is expected by all followers or employees. The role of a motivator provides motivation, both motivation in the form of reward and motivation in the form of punishment. Positive motivation in the form of "reward" can be both material and non-material, while motivation in the form of "punishment" is also the same ie material and non-material. Motivation is entirely the responsibility of the leader, so that in such a role the leader as well as a promoter, especially when promoting employees to improve their careers to occupy certain positions. The leader as a motivator and promoter is the person who is most authorized and most responsible for motivating followers or employees, either in the form of "rewards" such as promotion or "punishment" such as demotion.

Based on the above studies and conclusions, then 5 (five) findings can be formulated in this study. The five findings in this study can be presented as follows:

1. Strengthening the theory of leadership positions in organizations by Ki Hajar Dewantara only 3 (three) positions and developed by Astawa and Satria to become 5 (five) leadership positions in organizations in the industrial revolution era 4.0;
2. Strengthening the role of leaders also revealed by Astawa and Satria who said there were 10 (ten) leaders' roles in organizations in the industrial revolution era 4.0;
3. Has found 2 (two) terms of the position of a leader at the time above and below. When the above position with the role of executor and accelerator, is referred to as "ing duwhur mangun prawira" and in the position below with the role of stabilizer and dynamite is referred to as "ing ngisor mangun tentrem";
4. Development of 3 (three) leadership positions according to Ki Hajar Dewantara, then developed into 5 (five) positions by Astawa and Satria and have been reviewed in this study, apparently in accordance and strengthened by the results of this study. On that basis, the 5 (five) leadership positions in the industrial revolution era 4.0 required by the organization as stated by Astawa and Satria, that is referred to as pentapin theory;
5. As revealed by Astawa and Satria, that there are 10 (ten) leaders' roles in the era of the industrial revolution 4.0, apparently it has been strengthened through the results of studies in this study, so it is called as decapin theory.

## CONCLUSION

After presenting data and analysis results, it can be concluded based on the problem formulation. That the position of leader in the era of the industrial revolution 4.0 should be in 5 (five) positions so that is faster and more sensitive in anticipating problems. This is possible the slightest organizational problem is quickly recognized by the leader. The leader can faster formulating and finding solutions to every problem, both in the internal and external environment of the organization.

The role of a leader is at least 10 (ten) main tasks and functions. If it can be done based on professionalism, the leader will become a center of excellence and good will for the organization and it will affect internal and external parties' trust in the organization.

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