

## ARTIKEL

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**RIDWAN KAMIL AND TRI RISMAHARINI: LOCAL AND IDEAL LEADERSHIP MODELS IN THE MILLENNIAL ERA****Vip Paramarta**

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**Abstract**

*This study discusses the ideal of local leadership models in the millennial era. This research is library research, which collects and analyzes documents, both written documents, pictures and electronics as well as books that discuss leadership, journals and research that have been conducted relating to ideal leadership in millennial generation era. In the millennial era, effective governance will be realized if the leader can meet the qualifications as a credible leader, has the ability, intelligence, and vision far ahead. A good leader must have integrity, honesty, and loyalty for the interests of the people. Millennial leadership needs to support the spirit of independence and entrepreneurship of the millennial generation.*

**Keywords:** leadership style, Y generation, local leaders, ideal leaders.

**A. INTRODUCTION**

Growth progress in all lines of life happens faster and faster. Advances in information technology have become an inseparable part of today's society. The rate of information and knowledge is moving so fast without obstacles. All changed in a matter of seconds. Starting from the process of extracting information, disseminating news, trends, technology to various cutting-edge products, it happens very fast. As if those who move slowly will be crushed and left far behind.

As a large and increasingly counted nation on the international scene, Indonesia has many challenges that must be resolved. Building Indonesia means building the mentality of its people so that the idea of a mental revolution is born and the government emerges as a massive movement. For the process of major change, even the old model of leadership will no longer be suitable and must, therefore, be corrected or developed. With the young generation in Indonesia growing so rapidly, the emerging leadership style must also adjust its rhythm and pattern. A millennial generation or Generation Y

which currently influences many things must also be led with millennial leadership style.

Generation Y (millennial generation) is the generation born in the 80-90s. Many popular terms about this generation; connected or digital generation or why genes that are synonymous with brave, innovative, creative, and modern characters (Erkutlu, 2011). The millennial generation is a modern generation that actively works, researches, and thinks innovatively about organizations, has a sense of optimism and a willingness to work competitively, openly, and flexibly. On the other hand, the Baby Boomers / generation X generation (generation born in the 65-89s era) were raised in an organization with a hierarchical organizational structure and a flat management structure so that the collaboration system that arises in the organization is based on the demands of work (teamwork-based job roles) (Egbert & Pérez-Mercader, 2016).

Every human being in a generation is a leader who must be ready to lead what and who leads. It's just that the position or status also determines how big our responsibilities as leaders. If as president, then of course he leads a country whose responsibilities are of course very large covering the matters of one country, if as governor, then he has the responsibility of leading the people of one province, as well as someone as an individual then, of course, he is responsible for leading himself (Wilbon, 1997).

There is one important thing that is quite interesting about the concept of leadership for millennial society, that leadership is a character of a leader, one of which is a leader must be an example for others or for the people they lead (Ambarwati & Raharjo, 2018). Being a good leader in the generation of millennials today and going forward is a critical challenge. Many opinions say that leadership is a character from birth. At the time when leaders were born from kings, it could be said that because those who gained knowledge and leadership experience only existed in the kingdom.

But over the times, many leaders emerged due to the demands and environmental conditions at that time. In colonial times, the character of the



leaders was formed in the struggle against the invaders. They are fighters formed by intellectuals and have ideals that can produce formulations of the ideology of the nation which are the basis and guidelines for the journey and life of our nation.

But finding the right leader for the present and future is a challenge that must be met for this nation. Leaders must be able to adapt to the times. Developed countries have leaders who have successfully exploited technological developments that change the patterns of human life. In addition, leaders must also have high empathy and commitment to help others regardless of ethnicity, religion or race.

In the midst of turmoil in public unrest will be increasingly bad service received from the unscrupulous government, several names of Regional Heads who managed to realize the area under his leadership with various advances and innovations began to surface. This raises new hope from the people of Indonesia in the discourse of the success of bureaucratic reform. Various news about the progress of the area they lead is increasingly being exposed in various mass media. Call it like Ridwan Kamil (Mayor of Bandung) and Tri Rismaharini (Mayor of Surabaya) who are often touted by his name become the figures behind the success of the area they lead.

## **B. LITERATURE REVIEW**

### **1. Leadership Concept**

According to Mulyasa (2004: 107), leadership is defined as an activity to influence people towards the achievement of organizational goals. While leadership according to Hasibuan (2010: 75) is a way a leader influences the behaviour of subordinates, so they are willing to work together and work productively to achieve organizational goals.

Another understanding according to Yulk (1997: 7), leadership is the process of respecting others to understand and agree on what needs to be done

and how it can be carried out effectively, and the process of facilitating the efforts of individuals or groups (collectively) to meet goals main.

According to Wahjosumidjo (2002: 105), leadership has several implications, including:

- a. Leadership means involving other people or parties, namely employees or subordinates (followers). Employees or subordinates must have the will to accept direction from the leader. However, without employees, there will be no leader.
- b. An effective leader is someone who with his power (his or her power) is able to inspire followers to achieve satisfactory performance. Leaders can use different forms of power or power to influence the behaviour of subordinates in various situations.
- c. Leadership must have honesty with oneself (integrity), sincere responsibility (compassion), knowledge (cognizance), courage to act with confidence (commitment), trust in yourself and others (confidence) and the ability to convince others (communication) in building an organization.

According to Kartono (2006: 27), leadership theory is the generalization of a series of leader behaviour and leadership concepts, by highlighting the historical background, the causes of leadership, the requirements to be a leader, the main characteristics of leaders, the main tasks and functions, and professional leadership ethics.

According to Kartono (2006: 71), leadership theory is divided into three namely:

- a. Nature theory

Namely the theory that seeks to identify the unique characteristics (physical, mental, personality) associated with leadership success. There are several superior characteristics as a predisposition that are expected to be owned by a leader, namely high intelligence, many initiatives, energetic, have emotional maturity, have persuasive power and

communicative skills, have confidence, are sensitive, creative, want to provide high social participation, and others.

b. The perpetrator's personality theory

This type of leadership will emerge based on personal qualities or behaviour patterns of the leader. This theory states that a leader always behaves more or less the same, ie he does not do the same identical actions in every situation encountered.

c. Situational leadership theory

An approach to leadership that states that the leader understands his behaviour, the nature of his subordinates, and the situation before using a particular leadership style.

According to Rivai (2007:57), leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behaviour and strategy that is liked and often applied by a leader. The division of leadership styles according to Beck and Yeager in Moeljono (2003:71) is:

a. Telling (directing/structuring)

Namely, a leader who likes to make their own decisions by giving clear instructions and watching closely and giving rewards to those who do not carry out as expected.

b. Selling (coaching)

Namely, a leader who wants to involve subordinates in decision making. Leaders are willing to share problems with subordinates, and conversely, problems from subordinates are always listened to and give guidance on what should be done.

c. Participating (developing/encouraging)

One of the characteristics of this leadership is the willingness of leaders to provide opportunities for subordinates to develop and be responsible and provide full support for what they need.

d. Delegating

Namely, leaders give a lot of responsibility to subordinates and provide opportunities for them to decide on problems.

According to Siagian (2005: 83), leadership styles can be categorized into five types, as follows:

- a. The autocratic style which in terms of decision making, an autocratic manager will act alone, using a formal approach in relationship maintenance. The autocratic style argues that his subordinates have a lower level of maturity than the leader.
- b. The paternalistic style is leadership which shows the tendency of making one's own decisions and tries to sell them to subordinates, treats their subordinates as minors, and is oriented towards completing tasks and good relations with subordinates.
- c. The charismatic style in decision making can be autocratic and democratic. The charismatic leadership style orientation promotes relationships with subordinates whose relational orientation is not power and tries to get the job done as well as possible.
- d. The laissez-faire style has the most prominent characteristics seen in his relaxed style in leading an organization. In terms of maintaining relationships with subordinates, this leadership style, in general, is very concerned with an orientation that is relational.
- e. The democratic style is considered the most ideal. The characteristics of a democratic leadership style can be seen from the maintenance of relationships that emphasize harmonious relationships with subordinates, treat subordinates as adults, and maintain a balance of the orientation of the completion of tasks and relationship orientation that is relational.

## 2. Generational Difference Theory

Generational differences in the work environment are among the subjects that always arise in the development of human resource management, and the concept of generational differences continues to develop over time. The first research on the development of the values of generations was conducted by Mannheim in 1952, the research was based on writings in the field of sociology about generations in the range of 1920 to 1930.

Mannheim (1952: 78), revealed that the younger generation could not socialize perfectly because of the gap between the ideal values taught by the older generation and the reality faced by the younger generation, further said that social location has an effect great effect on the formation of individual consciousness.

According to Mannheim (1952: 67), generation is a social construction in which there is a group of people who share the same age and historical experience. Furthermore, Mannheim (1952: 73), explained that individuals who are part of a generation are those who have the same year of birth within a span of 20 years and are in the same social and historical dimensions.

In recent years the definition of generation has evolved, one of which is the definition according to Kupperschmidt's (2000: 92), which says that generation is a group of individuals who identify their groups based on similarity in birth years, age, location, and events in the lives of those groups of individuals who have a significant influence in their growth phase.

From some of these definitions, the theory of generational differences was popularized by Neil Howe and William Strauss in 1991. Howe & Strauss (1991: 76), dividing generations based on the similarity of birth spans and the similarity of historical events. The division of generations was also expressed by many other researchers with different labels, but in general, have the same meaning.



According to Bencsik & Machova (2016: 82), there are 5 generations born after the second world war and related to the present according to generation theory, namely:

a. Baby Boomers (1946-1964)

This generation that was born after World War II has many brothers, as a result of the many couples who dare to have many offspring. Adaptive generation, easy to accept and adapt. Considered an old person who has life experience.

b. Generation X (1965-1980)

The years when this generation was born were the beginning of the use of PCs (personal computers), video games, cable tv, and the internet. Data storage also uses a floppy disk or diskette. MTV and video games are very popular these days. According to the results of research conducted by Jane Deverson, some of this generation has negative behaviours such as disrespect for parents, getting to know punk music, and trying to use marijuana.

c. Generation Y (1981-1994)

Known as the millennial or millennial generation. The phrase Generation Y began to be used in editorials of major US newspapers in August 1993. This generation uses many instant communication technologies such as email, SMS, instant messaging and social media such as Facebook and Twitter. They also like to play online games.

d. Generation Z (1995-2010)

Also called generation, net generation or internet generation. They have something in common with Generation Y, but they are able to apply all activities at one time such as tweeting using a cellphone, browsing with a PC, and listening to music using a headset. whatever is done is mostly related to cyberspace. Since childhood, they have known technology and are familiar with sophisticated gadgets that indirectly affect their personalities.

e. The Alpha Generation (2011-2025)

The generation that was born after generation Z, was born from the end of generation X and Y. The generation who are highly educated because they go to school early and learn a lot, on average have rich parents.

### **C. RESEARCH METHODS**

This research is library research, which collects and analyzes documents, both written documents, pictures and electronics as well as books that discuss leadership, journals and research that have been conducted relating to ideal leadership in millennial generation era. According to Sugiyono (2012: 291), library studies are related to theoretical studies and other references relating to values, culture and norms that develop in the social situation under study.

### **D. RESULT AND DISCUSSION**

#### **1. The Nature of Leadership in the Millennial Era**

Millennial leadership is translated as leadership today that adapts to the style of the new generation born in the 1980s. Millennial leadership patterns are not the same as the old leadership patterns of the previous generation. The birth year of the 1980s played an important role because this generation is now entering its most productive period. In their 30s, it was this generation that moved the world of work, the world of creativity, the world of innovation, and influenced the global markets and industries that exist today and are rolling in the competition fields of the world of work, the world of creativity, and the world of innovation. Because of that, the generation born in the 1980s and above is usually called millennial generation. By referring to that generation, the leadership style that is built also needs to adapt to their mindset and lifestyle. And when the leadership is about to make a mental revolution in the nation, this generation is an important target to target.

Some of the characteristics of this millennial generation are, first, their ability to access information technology better than the previous generation.

Social media is a part of their daily lives. The internet has become a source of information and knowledge for them. Whatever information needs they need, most of them get from the internet and social media. Second, millennials have more courage in innovation. They are more motivated to create startups or start new businesses and businesses. Because it is part of the challenge that makes their adrenaline flow. Third, the millennial generation prefers independence and independence. This independence is a necessity born from a lifestyle that wants to be more free and independent in doing things. Fourth, the millennial generation prefers something instant. Perhaps this feature can be perceived positively or negatively. Positive, this generation likes something that is practical and simple. The negative, this generation may have a lower resistance to stress and stress because they are accustomed to doing things quickly and instantly so they are less patient if the results obtained do not appear immediately.

By understanding the character of this millennial generation, the leadership that emerges also needs to be a part of the figure that suits them. This translation of millennial leadership is flexible and there is no absolute definition from leadership experts. However, some things that can be emphasized in this leadership pattern include, first, millennial leadership needs to understand and use the millennial generation communication patterns they lead. For example, millennial leaders do not hesitate to use social media such as Twitter, Facebook, Instagram, YouTube, MeTube, and the latest communication channels that are indeed mainstream in the life of the new generation. Second, millennial leadership needs to encourage innovation, creativity, and the spirit of the new generation of entrepreneurship. All channels of innovation, creativity and entrepreneurship must be well-designed and concrete. Not only does it contain discourse, but there is also a process that can really be enjoyed by millennials to develop themselves. For example, millennial leaders need to build centres of creativity in each city, build as many workshops as possible with the latest equipment and technology so that the ideas and ideals of the

millennial generation are channelled. Third, millennial leadership needs to support the independence and spirit of millennial generation entrepreneurship. Building a nation must have the main foundation of independence and entrepreneurship.

## **2. The Challenge of Leadership in the Millennial Era**

In the current era of the millennial generation, the upheaval and challenge of having a leader that suits the current era is enormous. No exception in Indonesia. Although many surveys mention that the Indonesian people are on the right track, they have not yet touched the layers of leadership in the regional government. Where many leaders emerge due to practical politics. Due to the high political costs and party political system that requires the leaders of the ruling party and has a large resource, many regional leaders are tempted to justify dishonest practices to be able to restore what they have issued to be able to enter into a position. Although there are still many regional leaders who appear and are proud and able to bring change to the area they lead.

A leader in government is a servant of the people although in the connotation of "government" is interpreted as a "command of the ruler" that is generally experienced by the colonized nation. In contrast to the term "government" which indicates "managing public welfare". This indication reminds people who are in power to protect the people. He is both a servant of the people and a servant of the state.

In the end, an effective government will be realized if the leaders in this republic fulfil the qualifications as leaders who are credible, have the ability, intelligence, and vision far ahead. But a good leader must also have integrity, honesty, loyalty to the interests of the people.

A leader must be finished with himself. He must not place personal, group or party interests above the interests of the people he leads. The political

system in our country must also be improved. Expensive political costs require that someone who will advance to become a leader must have a large capital. There are still many seeds of leaders in this country who find it difficult to get a chance to advance on the political stage.

There are also many people who have the qualities of a leader but are reluctant to move forward. The drive to achieve effective governance in wise leadership is expected to create a good system for achieving Indonesia as an advanced nation of all fields, a sovereign nation, the creation of justice so that a happy ending is the welfare of an independent people will be achieved.

### **3. Realizing Ideal Leadership in the Millennial Era**

Leadership practice develops with the times. Leadership in the millennial era has a unique approach because digitalization that permeates the world of work no longer allows leaders to act conventionally. In addition, it takes leadership character that is able to reduce various negative attitudes and be able to bring out all the positive potential of millennials such as technological literacy, fast, thirst for knowledge, and publication.

Below are 6 (six) leadership characteristics needed in the millennial generation as follows:

#### **Digital Mindset**

With the increasing number of people using smartphones, access to communication between individuals is no longer insulated. Physical meeting rooms turn to digital meeting rooms. Leaders in the millennial era must be able to take advantage of these technological advances to present efficient and effective work processes in their work environment. For example, by holding meetings via WA or Anywhere Pad, replacing written invitations with invitations via email or Telegram, and sharing product knowledge via WA.

If a leader does not try to digitize his work in the current era, then he will be considered not adaptive. As reported by DDI (Development Dimensions International) in its 2016 research, the majority of millennial leaders like a

company that is flexible about their working hours and where they work. This, of course, is due to the technological sophistication that makes people able to work anywhere and anytime. It can be seen that today many coffeeshops that function as co-working spaces are scattered around our place and most of the visitors are millennials.

### **Observer and Active Listener**

Leaders in the millennial era must be good observers and active listeners for their team members. Especially if the majority of the team is millennial. This is because millennials grow together with the presence of social media which makes them addicted to attention. They will be very appreciative and motivated if given the opportunity to talk, express, and be accommodated by their ideas. They are hungry for knowledge, self-development and like to share experiences.

### **Agile**

Agile leaders can be described as intelligent leaders who see opportunities, are quick to adapt, and are agile in facilitating change. Agile leaders are leaders who are open-minded and have ambiguity acceptance, which is willing to accept obscurity. Agile leaders are able to invite their organizations to quickly accommodate the change.

### **Inclusive**

In terms, inclusive is defined as entering the way of thinking of others in seeing a problem. Inclusive leaders are needed in the millennial era because of differences in perspective between individuals that are increasingly complex. This is caused by the amount of information that is increasingly easily accessed by anyone, anywhere, and anytime so as to form a different mindset between individuals. The inclusive leader is expected to appreciate every thought and use it to achieve organizational goals. The leader must also provide a complete understanding of the importance of the values, culture, and vision of the organization to his team members because millennials will act enthusiastically if their actions have meaning.

**Brave to be Different**

Today, there are still many people who do not dare to take a step or an important decision in achieving their goals because it is contrary to the habits of the people around them. This kind of thing, if left unchecked, will be a barrier for someone and even an organization to get ahead. Often the traditions in an organization make people prefer to justify the ordinary rather than accustom the right. This is a challenge for millennial leaders in changing these conditions and instilling the value that differences are allowed as long as with clear plans and goals.

**Unbeatable (Never Give Up)**

Mindset will never give up must be owned by all leaders. Moreover, leading children in the millennial era are sticking with being lazy, spoiled, and feeling truest alone. Millennial leaders must have positive thinking and high enthusiasm in pursuing their goals. Barriers that arise such as lack of respect from senior and junior employees must be overcome by being tenacious and showing self-quality. The condition of work competition in the era of globalization must trigger leaders to improve soft skills such as the ability to negotiate, inspire, and critical thinking, and hard skills. Therefore, it is mandatory for leaders to become unbeatable figures who have the ability to rise from failure quickly and never give up in reaching their goals.

**4. Local and Ideal Leadership Models in the Millennial Era**

Ridwan Kamil's leadership in the city of Bandung

Mochammad Ridwan Kamil or familiarly known as Kang Emil is the elected Mayor of Bandung who was appointed on September 16, 2013. His name is increasingly being cited by the mass media with a variety of innovations and success in making positive changes in the city of Bandung. As a native of Bandung, the man who graduated from ITB (S1) and University of California, Berkeley, United States (S2) wants to make Bandung a city that continues to experience rapid progress over time. Even before he was appointed

Mayor of Bandung, he had received many awards and one of them he succeeded in becoming the first Indonesian to receive an "Urban Leadership Award" from the University of Pennsylvania in February 2013 because he was considered caring and succeeded in providing solutions for a region. Emil's name was known long before he became mayor because of his many social investments in the city of Bandung.

The following are programs that have succeeded in making innovative leadership not only recognized by all citizens of Bandung but also by people in other areas.

#### Bandung Smoke-Free

Every Tuesday, Emil makes a rule so that all citizens of the City of Bandung do not smoke cigarettes. This program is called Tuesday No Smoking. In the beginning, Emil did not force the government to impose sanctions for violating this rule. He wants his citizens to apply this rule with their own awareness in maintaining personal health and the surrounding environment. This program then brought Emil an award from the National Tobacco Control Commission for having made this breakthrough in an effort to protect the citizens of Bandung from the dangers of smoking.

#### Creating a Thematic Garden

Emil made a breakthrough by building new parks that are modern, innovative and educative that aim to compensate for the cool air in Bandung. The gardens are planted with a variety of species of flowers with a very large number. So far there have been several parks that have been realized, such as the Elderly Park, the Centrum Music Park, the Photography Park, the Film Park and the Persib Park. In addition, there is one park that could make many people wonder because this park is called the Singles Park. As the name implies, this park is dedicated specifically for singles with the set of chairs that are only enough for one person (single), Wi-Fi facilities and skateboard boarding facilities.



### Smart City

Emil has signed a partnership with PT. Telekomunikasi Indonesia, Tbk (Telkom) to make every public space such as city parks, places of worship, schools, sub-district and village offices, transportation, and so on connected to the internet. In addition to an internet-connected city, Emil also wants to make Bandung a digital city. At present, Bandung City has a command centre in Bandung City Hall with a budget of 30 billion rupiahs, where the command centre is connected to CCTV installed at 80 strategic points in Bandung. From that room, the officers can monitor traffic jams to street vendors.

As proof of the success of the City of Bandung under his leadership, Emil often received awards that made the name of Bandung more fragrant. Here are some of the awards that he has successfully achieved during his time as Mayor of Bandung:

- a. Award from the Corruption Eradication Commission (KPK) for the best Gratification Control Unit (UPG) category, the highest number of gratuity reports, and timely gratuity report in 2014.
- b. The 2013 Parahita Ekparaya (APE) award, in the category of Associate, was given by the Ministry of Women's Empowerment and Child Protection because it was considered successful in providing protection for children and gender equality.
- c. The Tobacco-Free Young Leaders Innovation Award from the National Commission on Tobacco Control for its innovative efforts to protect the citizens of Bandung from the tobacco epidemic through the "Tuesday No Smoking" program, the concept of a "No Smoking House" and a ban on cigarette advertising in Bandung.
- d. "Best IT Innovation Major" award from Media Group Obsession News in 2015 for successfully innovating to advance Bandung through information technology.
- e. "Government Awards" from Sindo Weekly in 2014 and 2015 for successfully innovating in the city of Bandung.

### Tri Rismaharini's leadership in the city of Surabaya

The figure of Tri Rismaharini, who is often called as Mrs Risma, was the first female mayor to lead the city of Surabaya. Before serving as mayor, Risma has also made many changes to the city of Surabaya. Just like when he was the Head of the Surabaya City Sanitation and Landscaping Office (2005-2008) and the Head of the Surabaya City Planning Agency (2008-2010), Surabaya became a city full of beautiful, clean, green and beautiful gardens in all corner of the city. There is no more empty land that is barren and not maintained because all have been transformed into parks filled with various plants and flowers.

The following is a series of success of Risma in the development progress of the City of Surabaya:

#### Kampung Hijau

Risma makes a number of slums in Surabaya green and beautiful by instilling awareness in the community about the importance of cleanliness. Residents are given knowledge about how to manage waste, waste and plant trees.

#### Garbage Bank

Risma creates a garbage bank by teaching its citizens to sort waste from their respective homes to then be recycled and collected into a garbage bank for sale. Another benefit of the garbage bank program is the bias to increase the income of citizens.

#### Close Dolly Localization

Closing the place of localization known as Gang Dolly is Risma's most daring and astonishing action. So far, the Dolly Gang has existed since the days of the Old Order precisely in 1967 and no previous mayor of Surabaya dared to close this localization. This localization is the largest and most well-known localization in Southeast Asia. Risma does not necessarily close the localization for granted, especially since the place is already fixed and embedded in its area. Risma did various preparations quite a long time before.

Risma has provided funds of around 25 billion rupiahs for the planned rehabilitation of ex-localization by building markets, street vendors and a number of other facilities as job opportunities for residents of ex-localization residents. Armed with her unanimous determination, Risma succeeded in closing the localization on June 18, 2014 by reading the "Declaration of Closing of Dolly Localization" at the Surabaya Islamic Center Building which is 1 kilometer from the Dolly area attended by the Minister of Social Affairs, the Governor of East Java, 107 residents from the kelurahan that became the place localization and more than 1000 Muslims.

For their success in providing progress in the city of Surabaya, Risma received many awards which increasingly gave a positive image to her leadership. Some of the awards that were won by the City of Surabaya under the leadership of Risma are:

- a. "Future Government Awards 2013" level
- b. The Asia Pacific in two fields, namely the Data Center achieved through the Surabaya City Government Media Center and Data Inclusion through the Broadband Learning Center (BLC). At this award, Surabaya outperformed developed countries that excel in the field of information technology such as Singapore, Australia, China, Hong Kong and India.
- c. "The 2013 Asian Townscape Sector Award" obtained from the United Nations for Taman Bungkul Surabaya.
- d. "Adipura Cup" in 2011, 2012 and 2013 with the Metropolitan City category.
- e. "Republika Change Figure" in 2015 due to its success in closing Dolly's localization and building the City of Surabaya in urban planning, innovation and the use of information technology in government.
- f. "Selected Public Figures" from the Press Company Union (SPS) in 2014 at the "Indonesia Public Relations Award & Summit (IPRAS)".
- g. The 2012 World Major Prize as one of the best mayor nominations in the world.

## E. CONCLUSION

The pace of development at this time has influenced all aspects, including leadership aspects. In the current era of the millennial generation, the upheaval and challenge of having a leader that suits the current era is enormous. Therefore, millennial leadership patterns are not the same as the old leadership patterns of the previous generation. The leadership style that is built also needs to adapt to the mindset and lifestyle of the existing millennial generation because it is this generation that drives the world of work, the world of creativity, the world of innovation, and influences the existing global market and industry and is rolling in the competition field of the world of work, the world of creativity, and the world of innovation.

Leadership in the millennial era has a unique approach because digitalization that permeates the world of work no longer allows leaders to act conventionally. As for the leadership pattern, millennial leadership needs to understand and use the millennial generation communication patterns they lead. In addition, millennial leadership needs to foster innovation, creativity, and the spirit of the new generation of entrepreneurship. All channels of innovation, creativity and entrepreneurship must be well-designed and concrete. Not only does it contain discourse, but there is also a process that can really be enjoyed by millennials to develop themselves. In this case, both Ridwan Kamil and Tri Rismaharini are classified as leaders with transformational leadership styles/models that are closely related to millennial leadership with each of the behaviours presented.

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