

## The Integrity of Educated Millennial Generation in The Leadership Perspective

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### ABSTRACT

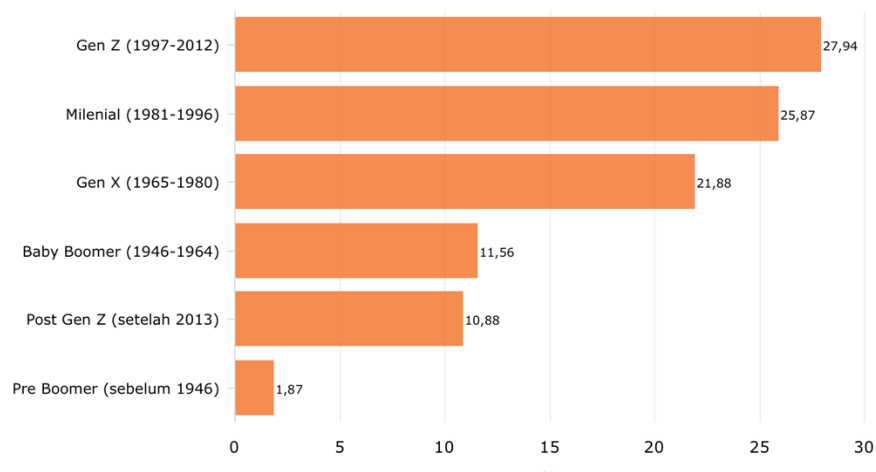
Leadership is an important part in all organizations and continues to be needed over time. Becoming a leader with integrity in the current and future generations of millennial society is a critical challenge. The millennial generation is generally characterized by increasing mastery of technology and increasing intensity of use of social media and the internet. On the other hand, there are four dimensions of integrity that a leader needs to master, namely the dimensions of honesty, responsibility, tolerance, and love for the homeland. A leader who has integrity will gain the trust of those he leads, because what he says is also his actions. In the era of the millennial generation, effective leadership will be realized if the leaders can meet the qualifications as visionary leaders and have intellectual abilities. But a good leader must also have dimensions of integrity. This study aims to observe the phenomenon of educated millennials in the perspective of leadership integrity through a literature study. This research contributes to providing an overview of how the educational environment can be a part in shaping the integrity of the educated millennial generation.

**Keywords:** Educated Millennials, Integrity, Leadership.

## INTRODUCTION

Educated millennials, as part of the younger generation, are the next generation who have the opportunity to become future leaders, and their position will determine the future of a nation. Millennials are those who were born between the 1980s – the late 1990s, in which era there was rapid technological development, and by age group is the current generation between the ages of 15-34 years (Hidayatullah et al., 2018). At the time of the birth of this millennial generation, the development of technology and internet was so rapid, as well as the entry of cultural influences from outside that affected the lifestyle and personality of that generation (Arifin & Takrim, 2021). Therefore, it is hoped that these millennials will become future leaders and successors of the previous generation (Achmad et al., 2020).

**Figure 1.** Indonesian Population by Generations



Source: BPS (2021)

The graph above shows the Indonesian population groups by generation, according to the results of the 2020 Population Census. It is known that 74.93 million or 27.94% of the total population of Indonesia are Generation Z, which dominates more than other generation groups. Generation Z is currently estimated to be 8 to 23 years old. Not all of Generation Z's age is productive, but in about seven years all of Generation Z will enter productive age. The next largest generation group are those who are currently of productive age, namely the millennial generation of 69.38 million or 25.87%. Next is Generation X 58.65 million or 21.88% of the total population of Indonesia. Meanwhile, the least population generation group is the pre-boomer as much as 5.03 million or 1.87%.

Indonesia will soon enter the era of demographic bonus, marked by a significant increase in the number of productive populations. The increasing number of productive residents is certainly a golden opportunity to move the wheels of the national economy which has slowed in recent years due to the COVID-19 pandemic. The productive population in this era is dominated by generation Y or the millennial generation. The millennial generation is the main capital in the demographic bonus phenomenon. The potential of the millennial generation that can be maximized will be able to increase economic growth. In addition, the condition of the millennial generation that is evenly distributed without any gender gap will also optimize the existing benefits and potentials.

Human development is a necessity for a nation, because actually development is not only seen from physical achievements but also from the human point of view, this is in line with the criteria developed by UNDP, where development should not only be

analyzed from economic growth, but must also be understood from the perspective of human angle. For this reason, the Human Development Index (HDI) was compiled to show that human resource capacity should be the main criterion for assessing the success of a country's development. HDI is a picture of the success of a country's development because this index describes three important aspects of human development, namely health, intelligence, and economic capacity. However, the dimension of human resources that is also important is moral quality or integrity, especially for young people who will become the next generation and future leaders of the nation.

As future leaders of the nation, the educated millennial generation must have a high character of integrity. A leader who has integrity will gain the trust of those he leads. Leaders with integrity are trusted because their words match their actions. From the literature review, there are four dimensions of integrity, namely the dimensions of honesty, responsibility, tolerance and nationalism. These four dimensions will be analyzed as the main key features of youth integrity, using various relevant literatures. This study aims to observe the dimensions of the integrity of the educated millennial youth through a literature study.

## **RESEARCH METHOD**

The type of research used in this research is literature research (qualitative), namely research based on the study of psychological thinking and educational figures. This study utilizes library sources so that it can also be called library research or library research that collects theoretical references relevant to scholarly leadership in the millennial generation. Theoretical references are sought through journals and books of international repute which are deemed relevant. Creswell & Creswell (2018) suggest in writing a literature study to look for about 50 articles, research reports, or books related to the research topic. Aspects identified from the literature include the ideal leadership criteria for the educated millennial generation.

## **RESULTS**

### **Millennial Generation Characters**

A generation can be interpreted as a group of individuals who have the same year of birth, age, location, or events in the life of that individual group (Jurkiewicz, 2000). As part of the generation group, millennials are defined by Stewart et al., (2017) as a generation that includes individuals who grow up with technological developments. In Howe's version, generations are grouped based on similarity in time of birth and similarity in historical events (Strauss & Howe, 1991). The group of people born in the 80-90s period is generation Y or also called the millennial generation which is often associated with courageous, inventive, imaginative, creative, and socializing characters (Rudolph et al., 2018). Millennials are the modern generation who have hopes and desires to operate in a competitive, free, and flexible manner, who regularly work, learn, and think innovatively about organizations (Ambarwati & Raharjo, 2018).

Generation Y has experience in using technology, learning in groups, high creativity, friendly, open, and adaptable (Weeks & Schaffer, 2019). Generation Y has high self-confidence, is able to do multiple tasks (multi-tasking) and always has excess energy. They are a passionate generation. But on the other hand, Generation Y really needs social interaction, work results that can be seen immediately and the desire to get a fast career development is a concern so that they can develop their potential well.

However, the reference also mentions that this millennial generation has some negative characteristics, such as egocentricity, very high individualistic nature, and easily bored. This generation is characterized by the intense use of communication technologies such as email, SMS, instant messaging and social media on the internet. They also like quite a lot who like to play online games (Bencsik & Machova, 2016). The negative side, they are often associated with lazy and consumptive nature (Hidayatullah et al., 2018).

### **Multiple Dimensions of Integrity**

A discussion of the concept of integrity is very important to understand what integrity actually is and its basic idea. By understanding the concept of integrity, it can be seen why it is important to be understood by the entire community, especially stakeholders, in an effort to prevent violations of the law in their environment (Redjeki and Heridiansyah, 2013).

Integrity in its concept emphasizes moral consistency, personal integrity, or honesty (Jacobs, 2004). In many literatures it is also mentioned that honesty is an inseparable part of integrity. Therefore, in the literature on human resources and organizations, integrity is most often associated with individual honesty (Yulk & Van Fleet, 1992). It can be seen in the definition of integrity by Hosmer (1995) that integrity is a trustworthy and honest reputation of a person. Integrity is also placed at the core of the main ethics by Solomon (1992) by calling integrity not only about individual honesty but also loyalty, harmony, cooperation, and trustworthiness in togetherness.

Integrity means honesty, sincerity, continuity in words and actions that can be trusted. A good leader must also have integrity, honesty, and loyalty (Depi, Peramesti & Kusmana, 2018). Covey (2009) describes integrity as the sincerity to balance words and emotions with thoughts and actions, without any desire other than for the benefit of others, without revenge or desire to deceive, gain, exploit, or control. This honesty is a principle that must be adhered to by employees and organizations. It is important to uphold the principles of integrity, directness, continuity in speech and conduct in good behavior and enable them in the work program of an organization.

Ashford & Halfon in Widayarini et al., (2019) stated that someone who has integrity, has high moral obligations and tends to always be right in morals, and in other cases if someone emphasizes moral goals in himself will encourage that person to remain consistent, have logical thinking and clear and careful in considering issues related to morals. In the context of research, integrity is meant to be a combination of four aspects or dimensions, namely honesty, responsibility, love for the homeland, and tolerance.

#### **a. Honesty**

Honesty is a behavior that reflects the compatibility between heart, word and deed. Honesty is very closely related to conscience. and conscience always invites people to goodness and honesty (Junaedi, 2017: 305). Honesty is being true to oneself and others about one's intentions and capacities. This includes telling the truth and stating one's intentions. Manifested in transparent and open communication and proactive sharing of information (Barnard, A. Schurink, W, De Beer, 2008).

#### **b. Responsibility**

Responsibility, according to Moeliono, is a state of being obliged to bear everything, so being responsible is the obligation to bear, bear responsibility, bear everything, or give an answer and bear the consequences (Luthfi, 2018). Responsibility is recognizing deeds and accountability in daily actions and in academic work. Everyone personally creates work based on integrity and encourages others to act based on integrity. Academic integrity starts from oneself individually and has a positive influence on the

entire school environment (Jones, 2011). Schweiker in Robinson & Dowson (2011) based in an Aristotelian approach, sums up three interconnected “modes” or aspects of responsibility: imputability, accountability, and liability.

#### **c. Tolerance**

Tolerance is linguistically respecting the stance of others (Yahya, 2017). Tolerance is the willingness to appreciate, accept, or respect anything that is rejected or opposed by someone. Tolerance is attitudes and actions that respect differences in religion, ethnicity, ethnicity, opinions, attitudes, and actions of others who are different from themselves. (Ministry of Education and Culture, 2011).

#### **d. Nationalism**

Nationalism and love for the homeland are expressions of pride, belonging, respect, and loyalty that each individual has in their country or place of birth. This sense of nationalism is then reflected in the behavior of defending the homeland, protecting and protecting the homeland, being willing to sacrifice for the sake of the nation and country. The attitude of nationalism can also be shown by loving local culture, as well as preserving nature and the environment. Individuals who have a sense of love for the homeland will try with all their efforts to protect, maintain sovereignty, honor and everything that is owned by their country. A sense of nationalism encourages individual behavior to have a high dedication in building their country. With the importance of love for the homeland, this attitude needs to be grown in the soul of every individual so that a peaceful and prosperous state life can be achieved (Kemendikbud, 2011).

#### **Education as a Factor Forming the Integrity of Millennial Leadership**

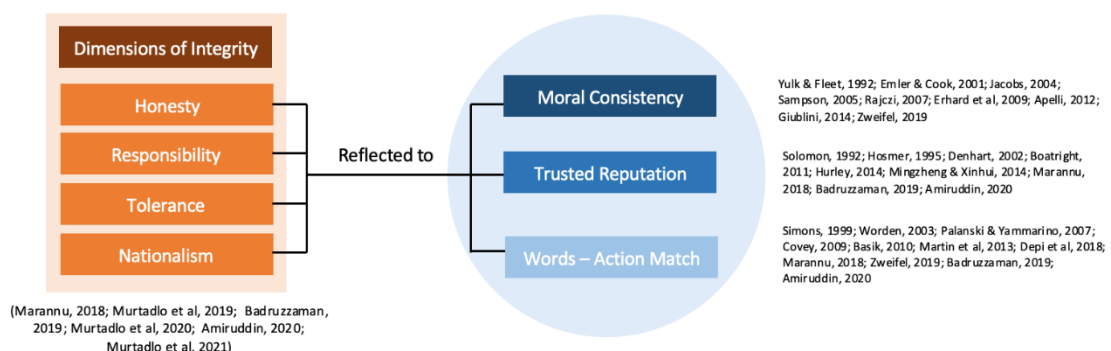
According to Law Number 20 of 2003 concerning the National Education System article 1 that "Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control. personality, intelligence, noble character, and skills needed by himself, society, nation and state. From the law it can be concluded that education is a planned process with the goals or ideals of the educational process being that the community has self-developing potential, closeness to religion, self-control, good personality, intelligence, good character and skills. to be independent and useful for society and the country. In addition, an ideal education creates a learning atmosphere and learning process that can encourage students to recognize and develop their potential, have religious spiritual values, be able to control themselves, have personality, intelligence, and noble character, as well as skills needed not only by students. himself, but the wider community around him (Mu'pada, 2016; Amir, 2021).

The development of character values starts from the philosophical values of character education, embodied character values, and the crystallization of the main character values will be more effective if coupled with 21st century learning competencies including, focusing on critical thinking, creativity, communication, and collaboration (Amir, 2021). This skill is an important skill that must be mastered by every individual, especially the millennial generation. The 21st century skills and skills possessed by individuals are transformed with the values of character education which will appear much more effective in making the nation's character values strong in facing global situations and conditions. According to Wahono (2018), all learning and teaching activities in Indonesia must start and lead to character education for the nation's children. Furthermore, according to him, the value of the character of integrity is the value that is used as the basis for making him a person who can be trusted in words, actions, and actions.

Dalenogare et al., (2018) stated that leaders in the millennial era must be flexible, analyze big data in a short time, and improve strategic and operational decision making. This is supported by Hyvär (2016) which states that agile leaders must be able to actively and take initiative in making decisions based on internal and external considerations and assessments. This approach will also encourage agile leaders to adapt so that in adapting to all circumstances, they will make the right decisions. Agile leadership often requires leaders to experiment and find ways to cope with transitions, crises, and stresses that may arise at any time (Denning, 2018). Leaders with integrity always encourage open and honest communication, especially in discussions involving decision making (Pillay, 2014).

Millennial leadership is leadership that has the power of innovation, high creativity (Simatupang, 2020). In this millennial generation, there are typical phenomena of leadership behavior including digital mindset, observer, active listener, agile, inclusive, dare to be different, and invincible (Meilinda et al., 2019). On the other hand, when they act as workers, Billington & Billington (2010) stated that the characteristics of Generation Y workers are looking for mentors, prioritizing work-life balance, and seeking opportunities to explore. Billington & Billington (2010) also found Generation Y employees are more technically inclined and use technology more often to complete tasks.

**Figure 2.** Integrity Dimensions and the Reflections



Sumber: Auhor (2022), from various sources.

The term integrity is again widely used in assessing, evaluating, selecting, or even recommending people. Integrity is a desirable and desirable characteristic (Musschenga, 2001). Figure 2 tries to illustrate how the dimensions of integrity are more practically reflected through several individual characteristics, such as moral consistency, trusted reputation, and word-action match. The dimensions of integrity in various studies have the same logic or reason that an interest in integrity leads us to investigate the coherence and consistency of speech and actions of those we have to deal with.

The characteristics inherent in people with integrity are that they keep their promises, act consistently according to the principles they adhere to, and are able to act in accordance with the social roles they must carry out. So, in other words, there has been consistency between what they say, their promises and what they actually do, not only under favorable circumstances but also under unfavorable circumstances. They are also consistent enough not to abuse the power, privileges and opportunities that their roles provide, able to withstand external pressures and challenges. All of these attitudes can be called moral consistency.

Integrity is something that should be upheld because it also relates to one's trustworthiness and reliability. While our interest in personal integrity is largely agent-centered, our interest in moral integrity appears to be more behavior-centered. Kouzes and Posner (2011) emphasize that a leader is seen as someone who can be trusted, who has high integrity, and who is honest and true is very important to be trusted. Trustworthiness is appropriate and reflects the character of a leader. Finally, one of the most visible reflections of integrity is through the congruence between what is said and what is done. Word-action fit consists of internal coherence and consistency between his various beliefs, and external consistency between what he does and what he actually does.

In the context of generations, the millennial group was raised with a structured schedule, supportive parents, and helpful teachers. Therefore, it can be understood some opinions that millennials have a need for a clear and measurable structure and plan to complete a job. They need leaders who can deliver the vision and implementation plan as parents who provide not only direction but also close supervision. Leaders of this generation must recognize that a job must provide employees with satisfaction and a sense of respect. Leaders need to deliver organizational values through their leadership actions and not just words. The leadership model by setting an example will inspire millennials to embrace having a sense of belonging to organizational values and create a sense of togetherness in the organization.

## **CONCLUSION**

Indonesia's young generation, which is growing so fast, needs a new form of leadership. The intellectual leadership style in the millennial generation is an agile leadership style that has integrity. The development of character values starts from the philosophical values of character education, manifested character values, and will be more effective if coupled with 21st century learning competencies including, focusing on critical thinking, creativity, communication, and collaboration. The 21st century skills and skills possessed by individuals are transformed with the values of character education which will appear much more effective in making the nation's character values strong in facing the global situation.

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