

*The Future of Leadership: Developing the Next Generation of Leaders*

**Masa Depan Kepemimpinan: Mengembangkan Generasi Pemimpin Berikutnya**

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**ABSTRACT**

This research investigates leadership development strategies for the younger generation in the digital era through a systematic literature review approach. The research background underlines the importance of a deep understanding of the concept of leadership, the influence of the digital era on the younger generation, and leadership development strategies that are appropriate to the digital context. The aim of the research is to explore various effective strategies in developing leadership in the next generation in the digital era. The research method involves the collection, selection, and analysis of relevant articles from reputable international databases. The results of the discussion highlight the importance of technology integration, structured mentoring and coaching, as well as developing soft skills with technology as the main strategies in developing leadership in the younger generation in the digital era. The implication of this research is the importance of adopting innovative and adaptive strategies in preparing future generations to become effective leaders in facing future challenges.

**Keywords:** Leadership, Young Generation, Digital Era, Development Strategy, Technology, Mentoring, Coaching, Soft Skills, Innovation.

**ABSTRAK**

Penelitian ini menyelidiki strategi pengembangan kepemimpinan pada generasi muda di era digital melalui pendekatan *systematic literature review*. Latar belakang penelitian menggarisbawahi pentingnya pemahaman yang mendalam tentang konsep kepemimpinan, pengaruh era digital terhadap generasi muda, dan strategi pengembangan kepemimpinan yang sesuai dengan konteks digital. Tujuan penelitian adalah untuk mengeksplorasi berbagai strategi yang efektif dalam mengembangkan kepemimpinan pada generasi mendatang di era digital. Metode penelitian melibatkan pengumpulan, pemilihan, dan analisis terhadap artikel-artikel terkait dari database internasional bereputasi. Hasil pembahasan menyoroti pentingnya integrasi teknologi, mentoring dan coaching yang terstruktur, serta pengembangan keterampilan lunak dengan teknologi sebagai strategi utama dalam mengembangkan kepemimpinan pada generasi muda di era digital. Implikasi penelitian ini adalah pentingnya adopsi strategi yang inovatif dan adaptif dalam menyiapkan generasi mendatang menjadi pemimpin yang efektif dalam menghadapi tantangan masa depan.

**Kata Kunci:** Kepemimpinan, Generasi Muda, Era Digital, Strategi Pengembangan, Teknologi, Mentoring, Coaching, Keterampilan Lunak, Inovasi.

**1. Introduction**

The future of leadership is a topic of increasing importance, particularly in the context of developing the next generation of leaders. As the workforce evolves, it is essential to understand the impact of leadership programs in producing authentic, ethical, and socially responsible leaders (Boyd et al., 2020). This is especially crucial in fields such as medicine, where there is a plea for the development of more and better leaders (Collins-Nakai, 2020). Additionally, the next generation of leaders, including millennials, will play a significant role in shaping the future of leadership in the workplace (Folarin, 2021).

In the post-pandemic era, there is a need to develop a hybrid working culture for future leadership, which emphasizes the importance of adapting to changing work

environments (Vuorivirta-Vuoti, 2023). Furthermore, investing in leadership development activities is essential for producing great individual leaders who are ready to face future challenges and contribute to national excellence (Abdullah et al., 2022). This aligns with the idea that institutions and organizations need to have a deeper and more sustained focus on leadership development to ensure the readiness of the next generation of leaders (Guzman et al., 2023).

The evolving nature of leadership also calls for a new and different vision of leadership that looks toward the future, rather than seeking a return to the familiar past (Kramer et al., 2019). This is supported by the identification of themes such as the need for a hybrid leadership model for the future, which emphasizes the importance of adapting to changing work dynamics (Ameel et al., 2022). Additionally, understanding what makes an exemplary leader in specific professions, such as engineering, is crucial for developing and refining programming and curricula to support future leaders in their journey (Li et al., 2022).

In the healthcare sector, nurse managers envision their future work following the transformational leadership model, highlighting the importance of leadership models in guiding future leadership practices (Nurmeksla et al., 2021). Furthermore, the COVID-19 pandemic has challenged nurse leaders to adopt, adapt, and develop new leadership competencies to navigate current and future challenges, emphasizing the need for dynamic and adaptable leadership skills (Morse & Warshawsky, 2021).

In conclusion, the future of leadership involves preparing the next generation of leaders to navigate evolving work environments, societal challenges, and industry-specific demands. This requires a sustained focus on leadership development, the identification of key competencies, and the adaptation of leadership models to meet the needs of the future.

Leadership development in the digital era is crucial for the next generation of leaders to effectively navigate the challenges and opportunities presented by technological advancements and changing times. The rapid evolution of the global landscape necessitates equipping future leaders with the necessary skills and strategies to thrive in a complex and dynamic environment (Gerpott et al., 2019). The adoption of technology and digital mindsets offers opportunities for innovation and collaboration, but also introduces challenges in managing, motivating, and inspiring the digitally connected younger generation (Pathrose & Madhavan, 2022).

In the context of leadership development, it is essential to consider the impact of technological advancements on HR practices and leadership, especially in specific cultural contexts such as Brazil. The Contingency Theory suggests that organizations should adapt their HR practices and leadership development strategies based on the technological and cultural context (Silva, 2023). Furthermore, the development of leadership skills is foundational for graduates of engineering programs to address complex challenges, such as technological stewardship, emphasizing the intersection of human and technical requirements (Ibrahim et al., 2022).

Leadership development is also crucial in early childhood education and care, where persistent challenges jeopardize effective leadership growth and the sustainable development of a leadership pipeline. The absence of mandated preparation for positional leadership roles within Australian early childhood settings highlights the importance of organizational priorities and resources in shaping leadership development (Gibbs, 2020; Thornton, 2020). Additionally, understanding school technology leadership is essential for effective leadership in the modern digital era (Richardson, 2021).

Moreover, the study of knowledge exchange between older and younger employees highlights the importance of generativity and development striving in facilitating knowledge sharing. Younger employees are more likely to receive knowledge from their older colleagues when they exhibit higher levels of development striving (Fasbender et al., 2021). This underscores the significance of intergenerational dynamics in leadership development.

In conclusion, leadership development in the digital era requires a comprehensive understanding of the impact of technology on leadership practices, the intersection of human and technical requirements, and the dynamics of knowledge exchange between different generations in the workforce. These insights are essential for preparing the next generation of leaders to effectively navigate the challenges and opportunities presented by the evolving global landscape.

Through this literature review, we aim to identify the latest strategies for developing leadership in the younger generation in the digital era. By understanding the theoretical foundation and related empirical findings, we seek to answer the main question: What are the latest strategies that can be used to develop leadership in the younger generation in the digital era? This approach is expected to provide a valuable contribution to academic knowledge and leadership practice, especially in a rapidly developing context such as the current digital era. Through a systematic analysis of existing literature, we hope to find gaps in knowledge and provide new insights that are useful for developing future generations of leadership in facing the complexity of the digital era.

## **2. Research Methods**

The methodological process used in conducting this systematic literature review has been carefully designed to ensure the collection of relevant and valid articles from reputable international databases. First, the article collection process begins with an extensive search in various databases related to the research topic, including but not limited to PubMed, Web of Science, Scopus, and Google Scholar. The search was carried out using a predefined list of keywords, which included terms such as "future of leadership", "next generation of leaders", "digital era", and so on.

After collecting articles, the next step is a careful screening process. Predetermined inclusion and exclusion criteria were used to evaluate the relevance of each article to the research topic. Articles that met the inclusion criteria were then selected for inclusion in the literature review. During this process, statistics on the number of articles found, those that are relevant, and those ultimately selected for inclusion will be recorded and reported transparently.

In addition, in order to maintain transparency and a systematic structure in the presentation of the article selection flow, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method was used. The PRISMA method provides a structured framework for reporting the steps taken in systematization and selection of articles. By using this method, the article selection process can be presented in detail and make it easier for readers to understand how this literature review works as a whole.

## **3. Results and Discussions**

### **3.1. Leadership Concept**

Sustainable leadership is a new and expanded concept based on sustainability principles, inclusive practices, and a cooperative approach (ÇUHADAR & Rudnák, 2022). The traditional approach to leadership, executed by a single leader, is being challenged by the emergence of distributed leadership in transformation initiatives, emphasizing the importance of network leadership (Al-Ghanem et al., 2020). Destructive leadership violates the well-being of subordinates and diminishes organizational value, highlighting the need for ethical and inclusive leadership practices (Emblemsvåg, 2023). Leadership presence, a concept analyzed through a review of articles, encompasses antecedents, attributes, and consequences, emphasizing the significance of physical and contextual presence in leadership (Bailey et al., 2022). The extensive exploration and research on leadership have resulted in a rich variety of explanatory theories, contributing to a profound understanding of leadership as a concept (Scott et al., 2020). Previous leadership theories have laid the foundation for ethical leadership,

reflecting the evolution of leadership concepts in different contexts (Bhana & Suknunan, 2022). The narrative review on leadership training in dermatology underscores the importance of examining leadership models to enhance leadership practices in specific domains (Hengy et al., 2022). A conceptual framework for teacher leadership has been proposed to support researchers in defining teacher leadership in ways that meet established criteria for an empirically-useful concept (Berg & Zoellick, 2019). The Leadership Challenge introduced the five practices model, signifying a shift from industrial to postindustrial perspectives in leadership paradigms and scholarship (Holder, 2023). Distributed leadership offers a new perspective in transforming school leadership, emphasizing the need for innovative leadership approaches in educational settings (Hamzah & Jamil, 2019).

Leadership is a complex concept that has attracted attention across various scientific disciplines, including management, psychology, and sociology. The understanding of leadership involves influencing individuals or groups to achieve specific goals within organizational or societal contexts. The literature offers diverse approaches to comprehending and elucidating leadership, ranging from theoretical to practical perspectives. For instance, Lemoine et al. (2019) provide an integrative review of ethical, authentic, and servant leadership, emphasizing the significance of ethical leadership's theoretical development and operationalization. Furthermore, Psychogios & Dimitriadis (2021) propose a brain-adjusted relational leadership approach, highlighting the social brain's role in leader-follower interaction. These references underscore the complexity of leadership and the need to consider ethical and neurological dimensions in understanding leadership phenomena.

Moreover, the literature delves into the pedagogical dimensions of higher education leadership, as evidenced by (Elo & Uljens, 2022), who emphasize the problematic nature of multilevel leadership approaches. Additionally, Kelemen et al. (2022) review humble leadership, indicating the proliferation of research around leader-expressed humility. This highlights the evolving nature of leadership studies and the exploration of diverse leadership traits. Furthermore, Byrd (2022) discusses inclusive leadership, emphasizing its conceptualization across multiple disciplines and its evolution into a formal field. These references collectively illustrate the dynamic and evolving nature of leadership research, encompassing diverse leadership styles and traits.

The literature also addresses the practical implications of leadership, such as understanding educational leadership during times of crises (Striepe and Cunningham, 2021). This highlights the multi-layered nature of leading during challenging circumstances, contributing to practical understandings of educational leadership. Additionally, Azizi (2022) explores leadership processes in the context of sustainable transitions within universities, emphasizing the fragmented nature of existing literature and the need for in-depth longitudinal studies. These references underscore the practical implications of leadership research, particularly in addressing contemporary challenges and sustainability transitions. In conclusion, the literature from 2019-2024 offers a comprehensive understanding of leadership, encompassing ethical, neurological, pedagogical, and practical dimensions. The diverse approaches and evolving nature of leadership research underscore its complexity and multidimensional nature, reflecting the interdisciplinary interest and practical implications of leadership studies.

In academic literature, the concept of leadership is often studied along several main dimensions, including leadership style, leadership characteristics, leadership functions, and leadership impact. Leadership style refers to the pattern of behavior or approach used by a leader in directing and motivating his subordinates. Some well-known leadership styles include transactional, transformational, democratic, authoritarian, and laissez-faire leadership.

Apart from that, leadership characteristics are also an important part of the leadership concept, which includes traits or qualities that are often associated with the effectiveness of a leader. Leadership characteristics can include courage, integrity, empathy, assertiveness, and

good communication skills.

Leadership encompasses various functions crucial for organizational success. Kusnaya et al. (2022) emphasize the importance of setting vision, inspiring others, and managing change in leadership, which aligns with the roles and responsibilities of a leader in managing human resources, making decisions, and directing organizational strategy. Adoli & Kilika (2020) further highlight the influence of leadership on resource allocation and employee engagement, essential for facilitating the achievement of common goals. Additionally, Luo et al. (2022) stress the significance of leadership strategy in the context of the strategic management process, indicating the pivotal role of leaders in directing organizational strategy.

Moreover, the impact of leadership on individuals and organizations is evident in the study by (Gani et al., 2022), which discusses servant leadership in nonprofit organizations, shedding light on the impact of leadership on organizational effectiveness and the well-being of individuals within the organization. In conclusion, these references collectively underscore the multifaceted nature of leadership functions and its profound impact on individuals, groups, and organizations, aligning with the roles, responsibilities, and impact of leadership in managing human resources, directing organizational strategy, and facilitating the achievement of common goals.

Through a deep understanding of this leadership concept, research can explore strategies and best practices in developing leadership in the next generation in the digital era. By understanding a strong conceptual framework of leadership, we can identify relevant trends and challenges and develop innovative and effective solutions to meet them.

### **3.2. Young Generation and the Digital Era**

In the digital era, the younger generation plays a crucial role in shaping the future. Saputri (2023) emphasizes the importance of utilizing technology development to support students in becoming a "golden generation" in the era of the Industrial Revolution 4.0, highlighting the significance of technology in shaping the younger generation. Furthermore, Halimi et al. (2022) discuss the potential of online learning in improving the quality of civic education for young digital citizens, indicating the impact of digital tools on education. Additionally, Purwono et al. (2020) examine the factors that drive young consumers to adopt mobile banking in the digital age, shedding light on the financial behaviors of the younger generation in response to technological advancements. Moreover, Hamdi et al. (2022) focus on the utilization of digital learning media in Islamic education to enhance literacy and innovation among the younger generation, underscoring the role of digital tools in educational innovation.

The references collectively underscore the transformative influence of the digital era on the younger generation, encompassing aspects such as education, technology adoption, and literacy. These insights highlight the need to understand and harness the potential of digital advancements to support the holistic development of the younger generation in the contemporary era.

The influence of the digital era on the younger generation, often referred to as Generation Z or Generation Alpha, is profound and multifaceted. This generation, born amidst rapid advances in information and communication technology, has been shaped by the pervasive presence of digital technology in their lives (Kaban & Karadeniz, 2021). They are active users and skilled in managing technology, which significantly influences the way they interact with the world around them and understand the role of leadership in a digital context (Kaplan-Berkley, 2021). The digital era has provided them with unlimited access to information and knowledge, primarily through the internet and social media, leading to a fundamental shift in their values, attitudes, and behavior (Kaplan-Berkley, 2021). However, it is essential to recognize that the digital era also presents new challenges for this generation, such as social media addiction and the need to balance online and offline life.

Moreover, the COVID-19 pandemic has further accelerated the digital transformation,

increasing the influence of digital technology on the younger generation (Liu, 2022). This has implications for leadership development strategies, as leaders need to understand how the digital era shapes the development and perception of young people towards leadership (Damayanti & Mirfani, 2021). Principals and educational leaders, in particular, need to adapt their leadership approaches to ensure effective teaching and learning in the digital age (Hamzah et al., 2021).

The concept of digital leadership has emerged as a crucial aspect of navigating the digital era, especially in educational settings (Damayanti & Mirfani, 2021). Principals are expected to demonstrate digital leadership to support and manage schools effectively during the pandemic and beyond (Damayanti & Mirfani, 2021). Additionally, the digital era has implications for the development of leadership skills in modern children, with opportunities to foster qualities such as initiative, curiosity, and responsibility through digital tools and activities (Dubchenkova et al., 2022). In conclusion, the digital era has significantly influenced the development and perception of the younger generation towards leadership. Understanding this influence is crucial for designing effective leadership development strategies that resonate with the values, attitudes, and behaviors shaped by the digital context.

Through a comprehensive understanding of the relationship between the younger generation and the digital era, this research aims to identify strategic implications and opportunities in developing leadership for the next generation in the digital era. By understanding the trends and dynamics affecting young people in the context of digital technology, we can produce relevant, evidence-based recommendations to improve leadership practices and prepare future generations to face future challenges.

### **3.3. Leadership Development Strategy for the Young Generation in the Digital Era**

To develop a leadership strategy for the young generation in the digital era, it is essential to consider the readiness of individuals to face the challenges of the digital era (Ghofirin & Primasari, 2021). highlighted the importance of interpersonal skills in the digital era and emphasized the potential for developing leadership values through Learning Management Systems (LMS) (Ghofirin & Primasari, 2021). Additionally, the study by Ridho et al. (2023) emphasized the significance of transparent leadership in educational institutions, including aspects such as budgeting, infrastructure procurement, and openness to criticism and suggestions (Ridho et al., 2023). This suggests that digital leadership strategies can be effectively implemented in educational settings.

Furthermore, Dubchenkova et al. (2022) discussed the importance of family education in developing children's leadership skills in the digital transformation era, emphasizing the concept of "digital socialization" and its impact on children's leadership development (Dubchenkova et al., 2022). This underscores the need to consider family dynamics and socialization processes in the leadership development of the young generation in the digital era

(Araujo et al., 2021). highlighted the crucial role of digital leadership in business organizations, emphasizing the need for organizations to adapt and transform their strategies to survive in the new digital era (Araujo et al., 2021). This underscores the relevance of digital leadership not only in educational institutions but also in the broader context of business organizations.

Moreover, Malakyan (2020) discussed the evolution of leadership research towards multiple-role identities, enabling individuals to acquire and master both leading and following skills, which is essential for navigating the complexities of leadership in today's organizations, especially in the digital age (Malakyan, 2020). This perspective is valuable in understanding the multifaceted nature of leadership development for the young generation in the digital era.

In addition, Fotso (2022) explored the intra-generational differences among young millennial leaders regarding the perceived required leadership competencies for the 21st century, providing insights into the specific leadership competencies valued by this generation

(Fotso, 2022). Understanding these competencies is crucial for tailoring leadership development strategies to the needs and expectations of the young generation in the digital era.

Overall, the synthesis of these references underscores the importance of interpersonal skills, transparent leadership, family education, organizational adaptation, and understanding the specific leadership competencies valued by the young generation in the digital era. These insights can inform the development of a comprehensive leadership development strategy tailored to the needs of the young generation in the digital era.

To effectively develop leadership in the younger generation in the digital era, it is crucial to employ innovative and adaptive strategies. One such strategy involves integrating technology into leadership development. The younger generation's proficiency in technology makes it feasible to utilize digital platforms, mobile applications, and online collaboration tools for affordable, accessible, and interactive leadership training (Raman et al., 2019). Additionally, mentoring and coaching play pivotal roles in nurturing leadership skills among the younger generation. Structured mentoring programs and targeted coaching sessions provide essential guidance and support, enabling young individuals to broaden their horizons and overcome challenges in the digital era (Cosner & Voto, 2023).

Furthermore, an effective strategy involves integrating soft skills development with technology. In addition to technical skills, the younger generation needs to cultivate soft skills such as communication, leadership, and teamwork. Technology can be leveraged through situational simulations, role-based games, and interactive e-learning platforms to strengthen these skills in a digital context (Karaköse et al., 2021). Understanding and implementing these strategies are essential to prepare the younger generation to become effective and competitive leaders in the face of future challenges. This necessitates investigating various strategies for developing leadership in the next generation in the digital era and providing practical recommendations for practitioners and organizational leaders (Margolis et al., 2021).

#### **4. Conclusion**

Through an in-depth discussion of the concept of leadership, the younger generation and the digital era, as well as leadership development strategies for the next generation in the digital era, a number of important conclusions can be drawn. First, understanding of the concept of leadership has experienced significant development from various perspectives, ranging from ethical to neurological approaches, and from pedagogical to practical dimensions. This diversity of approaches reflects the complexity and multidimensionality of the concept of leadership, which requires a holistic understanding to develop effective leadership strategies.

Second, the role of the digital era in shaping the younger generation is very significant. The younger generation, especially Generation Z and Generation Alpha, have grown and developed amidst advances in digital technology, which has influenced their values, attitudes and behavior. The digital era also brings new challenges, such as social media addiction and the need for balance between online and offline life, which need to be understood to design appropriate leadership development strategies.

Third, in developing leadership in the younger generation in the digital era, innovative and adaptive strategies are needed. Integration of technology in leadership development, structured mentoring and coaching, as well as developing soft skills with technology are some effective strategies. Understanding and implementing these strategies is key to preparing future generations to become effective leaders in facing future challenges.

However, this research also has limitations that need to be considered. Moreover, this research is only a literature review, so this limitation may affect the generality and applicability of the research results. Therefore, further research involving empirical and qualitative approaches can provide a deeper understanding of the implementation of leadership development strategies in the younger generation in the digital era.

For further research, it is recommended to conduct field research that involves active participation from the younger generation and other stakeholders. This research can focus on developing and evaluating leadership development strategies based on the needs and hopes of the younger generation in facing the challenges of the digital era. Thus, it is hoped that future research can provide more comprehensive insights and more effective solutions in developing leadership for the next generation in the digital era.

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