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R. OTO ISKANDAR DI NATA' LEADERSHIP IN THE PERSPECTIVE OF
MODERN SUNDANESE LEADERSHIP IN THE ERA OF INDUSTRIAL
REVOLUTION 4.0

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ABSTRACT

The industrial revolution has driven a change on almost all aspects of human's life, but character. This study analyzed social, cultural, and political background that form the leadership of Oto Iskandar di Nata as well as to get the leadership characteristics of modern Sundanese leadership and its relevance to leadership in the era of industrial revolution. This study used qualitative method with literature studies approach. There were three points resulted in this study. *First*, the leadership character of Oto Iskandar di Nata was formed through his experience and contact with his environment, and supported by his former ethnicity "Menak". He also got an education from two cultures, namely Sundanese and the Dutch culture, while the political background was obtained from his experience in any organization. *Second*, his leadership characteristics in Pasundan Association (PP) was a combination between modern leadership and Sundanese leadership. His leadership character could be justified by a theory of transformational leadership, charismatic, *solidarity maker*, administrator, and Sundanese leadership *Pangimbuh Ning Twah*. *Third*, the model of Sundanese leadership in term of entrepreneurial spirit with an integrity was a

novelty of this study. Therefore, this study implicated that a leadership can run effectively by implementing an integrated and entrepreneurial leadership.

INTRODUCTION

Technological developments lead to increasingly rapid changes in all spheres of life. It provides a positive impact on science and economic growth when it is properly utilized, but it can have a negative impact when it is not balanced with wisdom to respond it. Changes currently do not only take place in the field of information technology and the manufacturing industry. It also occurs indirectly in the leadership style of a leader in various organizations. A leader should have an ideal basic skill in leadership, understanding their duties, functions, and roles to keep up and sustain with the dynamics of times.

There are significant changes resulted from technological advances that are not balanced with readiness, intelligence, and wisdom that can lead to social changes and shifts in values and structures of the community's, nation's and state's life and it can also lead them to multidimensional crises (economic and social crises). Political, legal, and concern on moral crisis that hit various circles (particularly state's leaders) has also led to a leadership crisis. It is construed that globalization is not only a phenomenon that has an impact on technology, but also other fields such as social, legal and economic (Prasetyo & Trisyanti, 2018). The impact of this disruption has caused world order to change so rapidly. The problems that occur presently cannot be solved well as the same as in the past. The Industrial Revolution 4.0 cannot only be faced and responded with technological development without involving social dynamics.

Responding to this, thought, quick response and changes anticipation should occur in various aspects of life, especially in the industrial sector; ranging from society, academics, entrepreneurs, and those who play an important role as central figures in an organization to immediately identify and formulate a national policy strategy and even regional policy to face technological advances and various challenges.

LITERATURE REVIEW

Concept of Leadership

In organization, leadership cannot be separated from a leader as a highly important element and has a major role as a driving force, a guide and determinant of the organization future direction. The determinant of the successful organization is leadership itself (Thoha, 2015). Besides, a leader is responsible for the failure to carry out a job. Another opinion by Hughes, Ginnet, Murphi, (2012: 35) that leadership is a process when leaders and followers interact dynamically in certain environments and situations, while Yukl (2009) suggests that leadership is a process for influencing others with the aim of understanding and agreeing on what needs to be done and how the task is carried out effectively to achieve the targeted goals. Meanwhile, Thoha (2015) states that leadership is an activity to influence the

behavior of others, the art of influencing human behavior both individually and in-groups to influence others to achieve goals.

Concept of Modern Sundanese Leadership

Modern Sundanese leadership is a collaboration of Oto Iskandar Di Nata's leadership, modern leadership, and Sundanese leadership. The Modern Sundanese leadership model, which is defined as religious leadership that is guided by the truth, has inspired many followers to build a shared vision of the organization with an integrity. Leaders and followers elevate themselves to higher level of motivation and morality (Verma & Krishnan, 2014). They prioritize change and innovation to face future challenges and compete internationally to create people's welfare and prosperity.

The concept of modern Sundanese leadership has dimension of entrepreneurial spirit and integrity as following indicators, namely:

Dimensions of Integrity

1. Religious
2. A desire on truth and justice
3. Professional
4. Consistent
5. Responsible and disciplined
6. Prioritizing people's interests.

Dimensions of Entrepreneurship Spirit

1. Assertive (have ability to communicate, honest, assertive and confident)
2. *Langsitan* (Pro-active)
3. *Purusa Ning Sa* (heroic, honest, brave, innovation)
4. *Rajeun* (dare to appear, and have ethics)
5. Bravery to take risks
6. Creative and Innovative
7. Visionary
8. Team-building and empowering.
9. Creating prosperity and welfare in society.

Concept of Industrial Revolution 4.0

The concept of the Industrial Revolution 4.0 is interpreted differently, because it still become a trend in any research. A German Chancellor Angela Merkel has defined that the industrial revolution 4.0 is a comprehensive transformation of all aspects of production in industry through the combination of digital and internet technology. Meanwhile, industry 4.0 is a term to refer to a group of value chain technologies and organization in the form of smart factories, CPS, IoT and IoS

(Herman et al in Prasetyo & Sutopo, 2018). Smart factory is a modular factory with CPS technology that monitors the physical process of production, and displays it virtually as well as decentralizing decision making. Through IoT, the CPS is able to communicate and work together in real-time, includes humans themselves. IoS are all service applications that can be utilized by every stakeholder internally among organizations for communication (Nagy et al. 2018; Shabbir et al., 2020).

Based on the explanation above, Industry 4.0 can be best illustrated as an era with the use of internet technology and CPS, where all entities can communicate each other in real-time (Zhong et al. 2017). Those responsible for this matter can take advantage of the service application internally and organizationally. Certainly, it is done to achieve the goal and new creations, optimizing values, and accelerating economic growth through the manufacturing industry.

METHOD

This study used qualitative method with literature studies approach. The literature studies emphasizes on how the data are processed and obtained from books, literatures, notes, and other documents relate to the study (Rukajat, 2018). The data collection techniques was carried out through observation, interview and documentation. The object of this research was leadership of Oto Iskandar di Nata as chairman of the Pasundan Association for period 1929 to 1942 in term of modern and Sundanese leadership.

RESULT

Leadership Background of Oto Iskandar di Nata

The leadership character of Oto Iskandar di Nata was formed and influenced by his experience and his contact with his environment. Since childhood, he has had talent (e.g. leadership potency) and has a background as a descendant of his father who was the head of village and descendant (*gantungsiwur*) of Batulayang Regent. He got education training from two cultures, namely Sundanese and Dutch culture. He also received a strong religious education from his parents.

Apart from his education, the political background that shaped his leadership character was derived from his experience in various organizations during his school years. He was a member of Budi Utomo; the management of the Budi Utomo branch office in Bandung, and served as Deputy Chairman of the Budi Utomo brand office in Pekalongan, Central Java. He was also a member of Pasundan's community organization, a member of the *Volksraad*, and a journalist.

DISCUSSION

The Leadership Characteristics of Oto Iskandar di Nata in the Perspective of Modern Leadership and Sundanese Leadership

Based on the research results, the leadership characteristics of Oto Iskandar di Nata has similarities with the characteristics of modern leadership and Sundanese

leadership. The leadership characteristics of Oto Iskandar di Nata at Paguyuban Pasundan was visionary as it was a combination between modern leadership and Sundanese leadership. Some theories that emphasize change, creativity, innovation, courage to take risks, and the most comprehensive role models related to their leadership were transformational leadership, charismatic, solidarity actor, administrator, and Sundanese leadership "*pangimbuhning twah*". The principle of "*pangimbuhning twah*" signifies that Sundanese leadership has been a strong exemplary leadership since the era of Siliwangi as written in *Sanghyang Siksa Kandang Karesian* already written in 1518 (Isnendes et al. 2019).

The relationship between Oto Iskandar di Nata's leadership characteristics, modern leadership and Sundanese leadership is clearly illustrated in **Figure 1**.

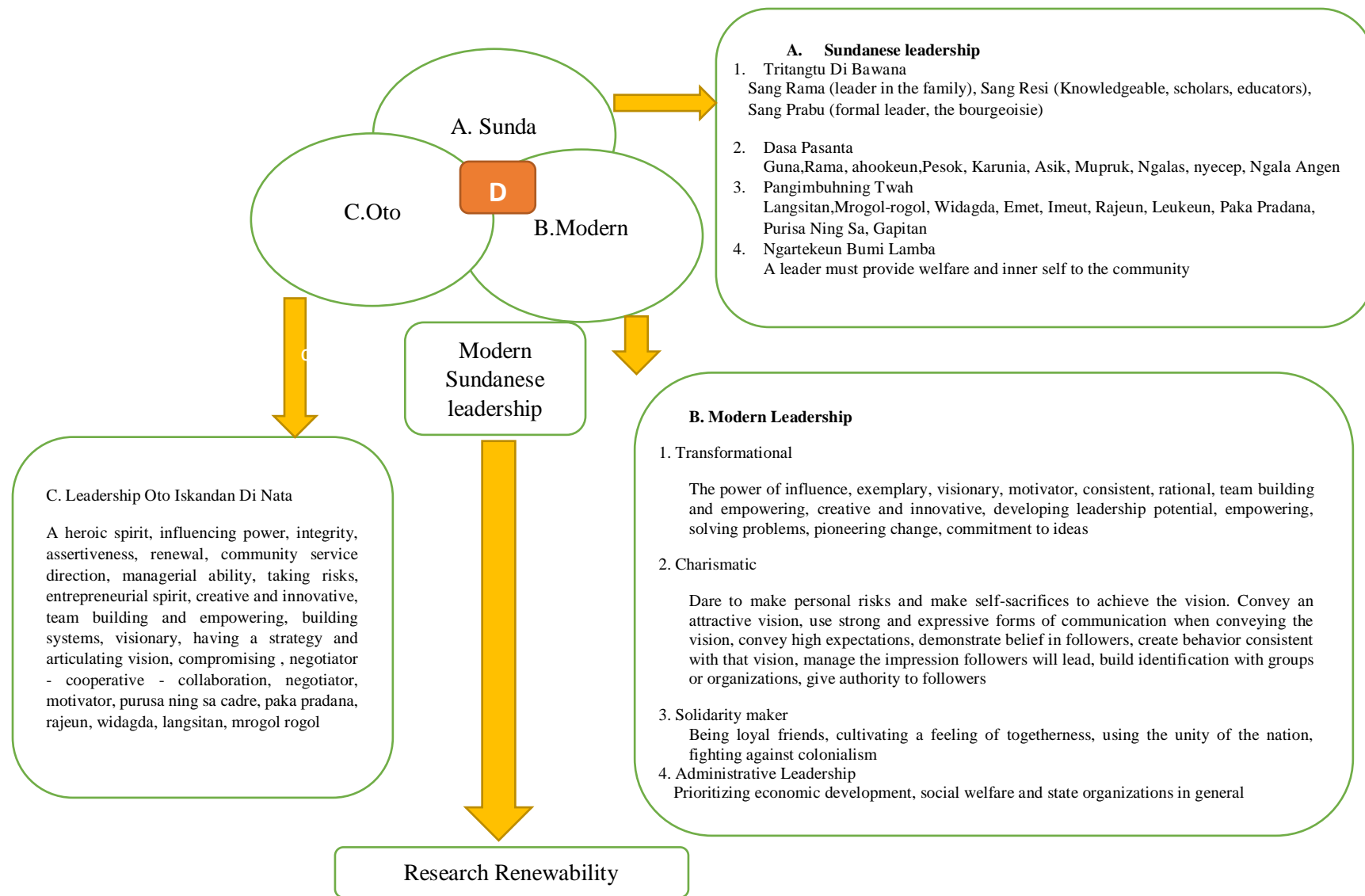


Figure 1. The Relationship between Oto Iskandar di Nata's Leadership Characteristics, Modern Leadership and Sundanese Leadership

The figure clearly showed the novelty of this study. The novelty is a draft concept of "Modern Sundanese Leadership Model". Collaboration is a theory that emphasizes change, creativity, innovation, vision, and courage to take risks. This theory is found relevant to the leadership characteristics of Oto Iskandar di Nata. In addition, the result also showed that the modern Sundanese leadership model described the characteristics of an entrepreneurial spirit and character of a leader who uphold moral values with a high integrity. In regard to this result, a study also found that the modern Sundanese leadership was influenced by Islamic value and culture of the local community (Jamaludin, 2019).

Otto Iskandar di Nata is a leader with integrity. It was proven by his thoughts, ideas, attitudes and policies in developing Pasundan Community into a successful organization with a good reputation and credibility. Oto Iskandar di Nata was known as an honest, brave, and total person in defending the interests of the people, included organization. A study has proven his bravery to face the threat of Japanese colonialist, and finally being murdered (Lubis, 2002).

Some of his articles describes a behavior that a leader should possess. In this matter, Yahya (2008:161) mentions some points of integrity of a leader as follows:

1. Have a strong faith and obedience to God by implementing His orders;
2. Have a preference on truth and justice;
3. Fulfilling a promise;
4. Giving an exemplary of modesty and sincerity;
5. Being a simplistic and cautious person;
6. Have a strong bravery and responsibility;
7. Being discipline;
8. Have a strong spirit for charity; and
9. Being sociable (not to prioritize oneself).

Apart from these previous characteristics, the characteristics of entrepreneurial spirit of Oto Iskandar di Nata can be as follows:

Being Assertive

It can include ability to communicate, assertive and confident. Assertive as a behavior that promotes equality in human relations and acts-based self-interest to defend oneself without a proper anxiety (Alberti and Emmons, 2002).

Purusa Ning Sa

It consists of having a heroic spirit, daring to break the stagnation of human/reformer's thought, honesty, and innovation. The result of this study indicated that as a leader, Oto Iskandar di Nata with his managerial ability was able to drive, mobilize, and organize the community to a better welfare.

Rajeun

It is signified by a real work.

Drucker (LPPKS, 2017: 53) assesses entrepreneurship in terms of spirit and value, such as a desire to make changes for something new. The result of this study showed that Oto Iskandar di Nata also had a heroic spirit and can manage any organization, making any reformation, and helping to solve community's problems by creating new ideas as alternative solution for realizing people's welfare. Some of his ideas and policies can be identified as:

1. Establish Pasundan *Bale Pamulangan*;
2. The rehabilitation of ex-prisoner;
3. Establish Legal Aid Service (LBH);
4. Establish *Central Bank* of Pasundan
5. The development of cooperation; and
6. Establish Pasundan Center for Economics

Langsitan (Pro-active), and Paka Pradana (bravery to act and Well-behaved) In this context, Kuratko, Horsnbi, & Goldsby (2007) explain that pro-active leaders can be characterized by following typologies.

- (1) Be able to influence and direct human resources towards their future
- (2) Be able to take advantage of any opportunity
- (3) Be able to accept responsibility for failure

Meanwhile, Okudan & Rzasa (2006) state that pro-active leaders will be able to anticipate problems that may occur in the future. Sometimes, they can feel compelled to make changes and improvement. In this study, Oto Iskandar di Nata's pro-active leadership can be described as follows:

1. Create a system and rely on social government
2. Fight for the interests of women (PASI)
3. Member of *Chou Sangi-in*
4. A member of the *Volksraad* (helping people in the *Volksraad*)
5. A member of the Basic Law Drafting Committee at BPUPKI
6. A member of PPKI
7. Establish relationships with media, such as the Director of "Tjahaja" newspaper in Bandung and *Sipatahoenan*

Team Building and Empowerment

A true entrepreneurship is when a person can work in a team, trust one another, working cooperatively, being able to select and appoint people to do a particular job, and being able to give any significance (Alma, 2013: 64). The result of this study showed that the leadership of Oto Iskandar di Nata has greatly involved and taken any interest of experts in various fields that further conducted some empowerment as follows:

- (1) Served as chairman of Pasundan Association (PP) since 1929 to 1942.
- (2) Empowering women by encouraging the establishment of PASI.
- (3) Inviting young people to become a team in-charge of gathering material and support for Otto's speech in the *Volkrraad*.
- (4) Preparing cadres for future development of Pasundan Association (PP).
- (5) Development of the younger generation through *Nonoman* Pasundan
- (6) Appreciating any effort of Pasundan Association members to make members more motivated to serve sincerely.
- (7) Involving many experts in various fields to help organization understand the current situation in the community. In this context, to determine organizational goals and strategies, administrators and members conducted deliberative discussion and debate in democratic forum, such as congress in periodic.

Visionary and have strong beliefs on the vision

In this characteristics, Nanus in Sunarta (2006) states that an effective leader always has a plan, result-oriented, prefers to adopt new visions that are challenging but reachable, and communicates visions to all members. A strong vision will lead to successful leadership, because successful leadership is a key for organization's success. A successful organization is an organization that is able to produce leaders with strong commitment, have a vision for the future, and are able to create a prosperity for all members.

Otto Iskandar di Nata's visionary leadership can be found in his thought in various programs and policies, namely:

- (1) Diversification program of Pasundan Association in sector of social, economic, and politic by establishing BPP, PASI, BEP, and some cooperations;
- (2) Pasundan Association affiliated with PPPKI;
- (3) Organization of Pasundan Association (PP) that behaved ethno-nationalist;
- (4) The development of nationalism and Sundanese culture preservation; and
- (5) A visionary idea and thought in education¹.

Creative and innovative

Dare to take risks

In this context, the calculated risk taking is one of the general characteristics of entrepreneurial leaders, especially in the early stages of the entrepreneurial process (Robinson, Goleby, in Baghery, A & Pihie, 2009; Shabbir et al., 2020). Meanwhile, Suparman (in Purwanto, 2019) states that entrepreneurship is an ability to think creatively and innovative. This creative and innovative thinking is used as a basis

¹ Based on the statement of Ahman Syah (2008) on Independence Seminar "A Reflection of Oto Iskandar di Nata's Thought". Oto Iskandar di Nata has an idea on education system at the time that presently being professed as national education system. He has applied the principle of "learning to learn, learning to do, and learning together" that presently become the underlying basis for national education. For him, education should involve spiritual, intellectual, discipline, and the infrastructure allocation as supporting media for education and community project (mutual assistance).

and source of motivation, so that it can be finally used as a foundation in facing various challenges in the future.

The result of this study showed that Oto Iskandar di Nata was a leader who had creative, innovative, and persistent thoughts in fighting for the nation and defended low people with a courage to take risks in solving nation's problems. His innovation, bravery, and solution maker can be seen from his ideas and policies implemented in the congress of Pasundan Association congress as follows:

- (1) The XVII congress in 1932 (about *malaise*).
- (2) The XX congress of Pasundan Association (PP) in 1935 exclusively discussed a design of "Mosi". It was carried out, because *Woeker* is a dangerous crime for community. As solution, Pasundan Association (PP) established Pasundan Central Bank, cooperation development, and Pasundan Center for Economy (*Bale Ekonomi Pasundan*).
- (3) The XXIII congress in 1938 conducted in Sukabumi exclusively discussed a policy on tea. At the time, the price of tea was lower. The discussion was intended as a form of concern towards local (indigenous) community.
- (4) The XXIV congress in 1939 conducted in Cianjur has established fourty schools with private grant as a resistance against the Dutch who executed a restriction and closure of schools.
- (5) The XXV congress in 1940 conducted in Bandung has offered an option towards the Dutch-Indies government to properly release and free Indonesia to be an independent country.

Otto Iskandar di Nata is a leader who is able to create new ideas and provide creative solutions to any problem faced by the community. At the time, the congress of Pasundan Associatio (PP) was a solution to the problems occurred in society. Therefore, the community feels the existence of the spreading associations, namely *katara ayana, karasa mangfaatna*. The policy on education and economy was his vision in implementing the mission of the association, namely "*Merangan kokoro jeung merangan kabodoan*". It was in line with the aspiration of his struggle; that was to develop and advance education and economy for community in regards to create an equal welfare for all communities.

Based on the results of research, the leadership characteristics of Oto Iskandar di Nata in Pasundan Association is visionary. It is a collaboration of modern leadership and Sundanese leadership. The characteristics of these types of leadership are theories that emphasize any change, future vision, creativity, innovation, courage to take risks, and exemplary. It is also the most comprehensive theory relates to leadership.

Characteristics of Modern Sundanese Leadership and Its Relevance to Leadership in the Industrial Revolution Era 4.0

Modern Sundanese leadership with all of its characteristics is effective leadership to face changes in the era of the Industrial Revolution 4.0. This leadership can run effectively by implementing a balance of ratio and spirit to realize the basic needs

of the Sundanese people, namely intellectual, social, and politics through the ability to behave assertively, think creatively, building innovative policies, proactive influence, and direct a team to the future. To achieve the vision, a leader should build a team, and the courage to take risks for opportunities. This type of leadership acts as a pioneer of change and visionary to face future challenges in uncertain situation.

The relevance of modern Sundanese leadership to the leadership in the Industrial Revolution 4.0 can be seen from the role of media in all aspects of life. *First*, the role of the media in the period of Oto Iskandar di Nata's leadership at Pasundan Association (PP) was highly extensive. The media is greatly supportive and strategic to educate publics, developing political capacity of the community, increasing political skills of cadres, and opening up political control over all government and political processes. As a tool for decision makers in organization, media has become more accountable. Indeed, media is used as a tool to convey policies of any sector in a state.

The explanation above shows that the leadership of the Modern Sundanese in the era of Oto Iskandar di Nata has succeeded to exploit the media very well. Meanwhile, in the era of the Industrial Revolution 4.0 with some advances in information technology, media has a major influence in all aspects of life. In addition, a visionary leader with ability to think creatively and innovatively, can use the media as a tool and strategy in managing his organization. A leader will find it easier to obtain information directly, transparently and accountably from internal organizational stakeholders; or (in another way) to accommodate the aspirations of the community (Arshad et al., 2020; Ortega-Rodríguez et al. 2020). The media can also be used to identify problems and needs of society, improve the quality of education that can be felt by all levels of society, improve the community economy, provide political education for the community, and develop political competence and skills of the community.

Second, there is a certain similarity in the characteristics of Modern Sundanese Leadership and a new model of leadership “Trans-global Leadership” initiated by Linda Sharkey in 2012. The result of Sharkey's research in Afni (2019) finds that there is a new leadership model after transformational leadership called as “trans-global leadership”. Trans-global leaders are those who can play on global stage and be able to build healthy and sustainable organization. A study has resulted some behaviors of trans-global leadership as follows (Sharkey et al. 2012):

Uncertainty Resistance

In this context, Modern Sundanese leadership has following characters, as follows:
a. ***Visionary Leader***; a planner who does not only considers his plan (internal aspect), but also external aspect, such as technology, procedures, organization and other factors that may influence the plan (Sukriadi, 2018);

- b. ***Visionary***; being not only reactive to do a change, but also more active, creative, and innovative (Sutopo, 2006);
- c. ***A high sense of business and sense of change***; an ability to create newness and difference as the main keys in it, and considering the future as an event with an uncertainty (Suharyono, 2018);
- d. ***Dare to take risks***; an ability to step forwards in uncertainty as well as taking any responsibility for future (Bagheri et al. 2009);
- e. ***Proactive***; an ability to influence and direct their human resources towards the future. It is also an ability to take any advantage of every opportunity as well as being able to accept responsibility in failure (Kuratko, Horsnbi, & Goldsby, 2007).

Team Connectivity

Modern Sundanese leadership also applies teamwork with complementary skills and commitment for the same mission as well as being interdependent one another.

Pragmatic Flexibility

Modern Sundanese leadership with a visionary character is accustomed to face challenges and risks that occur in a transformation. These changes lead to creativity, innovation, intuition, and ability to lead, motivate, and bravery to take risks in an organization (Tuanaya: 2014).

Responsive Perspective

Modern Sundanese leadership addresses a high sensitivity attitude towards the needs of others, caring about any difficulty, and trying to find solution. This character includes treating everyone to solve problems by creating new, creative and innovative ideas.

Talent Orientation

Modern Sundanese leadership that is consciously re-generating by building a team and empowering its followers, and helping to develop leadership potential of its members. In addition, it has implication for a leadership process that will create a cadre with entrepreneurial leadership spirit (Tuanaya: 2014).

Based on previous explanation, there is a relevance of modern Sundanese leadership and leadership in the Industrial Revolution 4.0. In this context, we can describe the design of the Modern Sundanese leadership as follows.

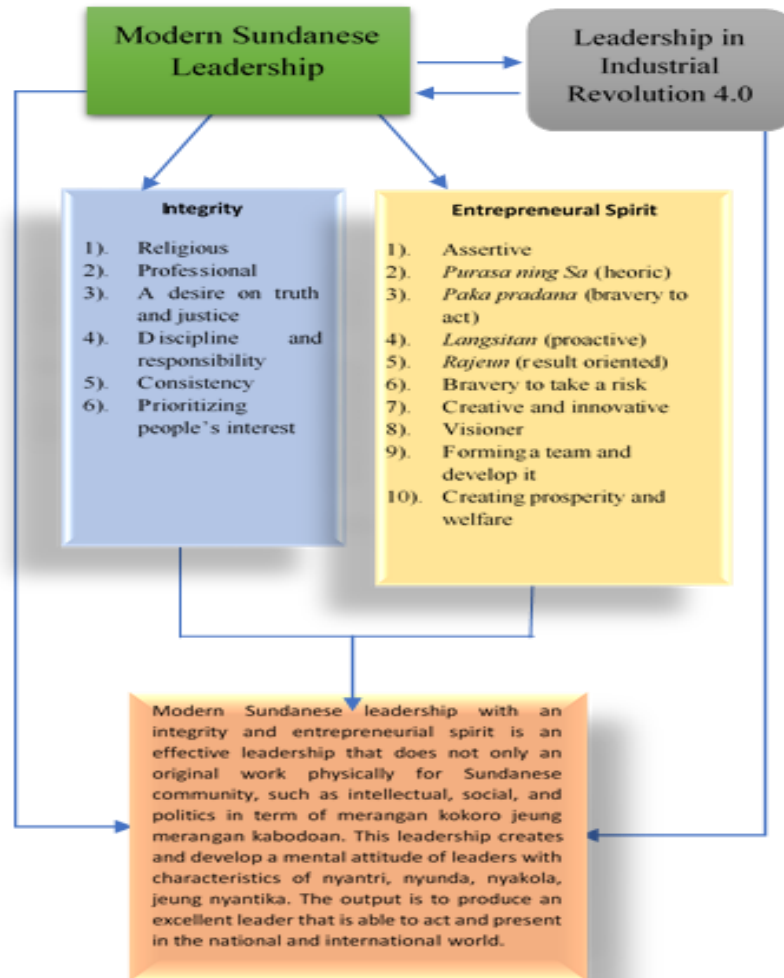


Figure 2. Novelty of Research

The model of modern Sundanese leadership is still in the form of a design model/concept. As result, we did not carry out any validation and test towards the model, because it takes some years to achieve implementation level. However, the validation of the model has been carried out in a limited way based on the results of research on thoughts, ideas, attitudes, policies and leadership characteristics of Oto Iskandar di Nata in the Pasundan Association for period 1929-1942.

CONCLUSION

The leadership character of Oto Iskandar di Nata was formed and influenced by his experience and contact with his environment. Since his childhood, he was talented (leadership potency) and has a nature of of his father as the head of village and his *gantungsiwur* the Regent of Batulayang. He was educated with two cultures, namely Sundanese and Dutch culture. Apart from it, he also received a strong religious education from his parents, while the political background that shaped his leadership character was derived from his experiences in various organizations. It was proven that during his education, he was also a member of Budi Utomo, the

management of Budi Utomo branch office in Bandung, the Deputy Chairman of Budi Utomo branch office in Pekalongan, a member of Pasundan Association (PP), a member of the *Volksraad*, and a journalist.

At Pasundan Association (PP), he was a man with vision. His leadership characteristic signified a combination of modern leadership and Sundanese leadership. The characteristics of modern Sundanese leadership is having an ability to act as a pioneer of change, lead any transformation with assertive behavior, visionary for the future, have a creative thinking and innovative policies, being proactive in building and directing a team to achieve a vision, have a confidence, and bravery to take risks to face challenges in the future.

Indeed, modern Sundanese leadership is effective leadership for increasingly rapid changes in the era of the Industrial Revolution 4.0. This character is intended to balance rationality and spirit, a bold effort to design “*merangan kokoro jeung merangan kamiskinan*”, and to create prosperity for community. Besides, this leadership does not only produce physical tangible works, but also moral attitude of leaders with some characterizations as “*nyantri, nyunda, nyakola, jeung nyantika*”. The output is to produce cadres of leader whom are capable to compete in national and international world.

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