

CHAPTER II

LITERATURE REVIEW

A. Digital in the Era of Technology Disruption

Disruption comes from English, meaning “stoppage” or “fundamental change.” Clayton Christensen first used the term in a technological context in his 1997 book *The Innovator's Dilemma*. Christensen defined disruption as an innovation that disrupts an existing market by creating a more efficient method of producing goods or services, thus fundamentally changing the way an industry operates. In the Big Indonesian Dictionary (KBBI), “disruption” is defined as “uprooting,” which refers to a significant change that can transform the old order into a new system.¹⁰ The large-scale changes in technological development that are felt today are caused by the advancement of digital technology, which has changed many aspects of human life, including how individuals interact, work, or live their daily lives.

This change began with the birth of the first industrial revolution, marked by the transition from an agricultural society to an urban culture in the 18th century to the 19th century. The Industrial Revolution became a milestone in the birth of great civilizations worldwide. Important inventions were born in this era, such as the Spinning Jenny or spinning machine, the

¹⁰ Christensen Clayton M, *The Innovator's Dilemma* (Boston: Library of Congress Cataloging-in-Publication Data, 2016), 4.

invention of the power loom or mechanical loom supported by electricity transmission lines, and many other things.¹¹ The next giant leap forward occurred between 1850 and 1914, just before World War I when the Second Industrial Revolution began. New technological inventions such as the telephone, the light bulb, the vinyl record, the internal combustion engine, the automobile, and the airplane affected how individuals lived. Urbanisation increased rapidly, the speed of work increased dramatically, and public health also improved significantly thanks to the disposal of sewage systems in cities that changed the face of the world.¹²

Entering the 1970s, the world was met with Industry 3.0, known as the digital era, because in this era, the development of automation and digitization technology increased rapidly. The invention and application of digital technologies such as computers, software, and other automation systems began to dominate industrial activities.¹³ In 2011, Prof. Klaus Schwab, CEO of the World Economic Forum, introduced the term Industrial Revolution 4.0. This era is characterized by the emergence of Artificial Intelligence (AI), where machines begin to be replaced by AI.¹⁴ Technological disruption is occurring in reaction to the rapid advances in digital and communication technologies, especially with the advent of the Internet and

¹¹ Astrid Savitri, *Revolusi Industry 4.0: Mengubah Tantangan Menjadi Peluang Di Era Disrupsi 4.0* (Yogyakarta: PENERBIT GENESIS, 2019).

¹² Ibid.

¹³ Luke Tredinnick, "Artificial Intelligence and Professional Roles," *Business Information Review* 34, no. 1 (2017): 37–41.

¹⁴ Ibid.

mobile devices. Technologies such as artificial intelligence, the Internet of Things (IoT), and blockchain began dominating various industries. As digital platforms such as e-commerce, ride-hailing apps, and cloud-based services emerged, they have changed how people shop, interact, and obtain data. This has led to a significant shift from conventional business models to digital and technology-based ones. New technologies allow companies to reduce operational costs and increase service speed, so disruption drives innovation by introducing new products and services that meet customer needs better than old methods.¹⁵

Several factors certainly cause the causes of digital disruption that can create massive transformations. According to Anshori, several things that cause technological disruption are as follows:

- a. Industrial Revolution 4.0 In a short period, digital technology has developed rapidly and spread to all corners of the world. The existence of the Internet allows people to obtain and share information in real-time without restrictions. This development is called the 4.0 revolution, where integration and interconnection are increasing.
- b. Community Behavior Basically, digital technology is created to facilitate human activities. That means human behavior is also

¹⁵ Christensen Clayton M, *The Innovator's Dilemma*, 5.

affected and will gradually change. All activities can even be done digitally, relying on an internet connection. The behavior of people who live in real life and the digital world creates various changes, resulting in technological disruption.

- c. Business Model Innovation The presence of new entrepreneurs who rely on technology also significantly affects the market. These new entrepreneurs create innovations and improve their human resources, thereby shifting the position of pre-existing businesses. As a result, conventional companies that are not ready to change will lose out in the competition.¹⁶

B. Digital Challenges in the Era of Technological Disruption

Generation Z faces many complex and diverse digital challenges in the era of technological disruption. Born between mid-1996 and early 2013, they grew up in an intensely digital environment, making them “digital natives” proficient in technology. However, many challenges lie behind the ease of getting information and communicating.¹⁷ Here are the digital challenges in the Age of Technological Disruption specifically for Generation Z:

1. Dependence on technology

¹⁶Erick Saragih et al., *Era Disrupsi Digital Pada Perkembangan Teknologi Di Indonesia, Transformasi: Journal of Economics and Business Management*, vol. 2, 2023.

¹⁷ Abdul Choliq, “Transformasi Digital Tantangan Media Cetak Di Era Disrupsi,” *Prosiding Konferensi Nasional Mitra (KONAMI)* 1, no. 1 (2023): 55–60, <https://journal.unej.ac.id/KONAMI/article/view/866>.

Generation Z is prone to mental health issues such as anxiety, stress, and depression because they are overly connected to social media, communication platforms, and entertainment apps. The pressure to stay connected and participate in online interactions is often caused by dependence on technology, especially social media. Fear of Missing Out, or FOMO, is exacerbated as this generation frequently sees other people's lives through social media, which can cause them to be more unhappy with their own lives. Technological advancements such as gadgets usually distract Generation Z. Notifications, games, social media, and other apps often distract individuals from essential activities, such as studying or working. As a result, Generation Z usually has difficulty concentrating for long periods, making them less productive at work and school.¹⁸

Multitasking has become a dominant image in Generation Z's life journey today. The term is often used to describe the ability to work on more than one activity simultaneously. Studies show that digital multitasking can disrupt focus on completing tasks.¹⁹

2. Social Skills

Generation Z in Indonesia faces critical social skills challenges in the era of digital disruption, significantly as technological advancements

¹⁸ Erick Saragih et al., *Era Disrupsi Digital Pada Perkembangan Teknologi Di Indonesia*, vol. 2, P. .

¹⁹ Itania Musri, Sekolah Tinggi Teologi Injili Arastamar Jakarta Filmon Berek, and Korespondensi penulis, "Era Disrupsi Teknologi Dan Dampaknya Pada Karakter Remaja Sekolah Tinggi Teologi Injili Arastamar (Setia) Jakarta" 1, no. 3 (2023): 116–125, <https://doi.org/10.55606/jutipa.v1i3.124>.

are rapidly changing how people interact, learn, and work. Many face-to-face interactions that used to occur daily have been replaced by technological advancements such as video platforms, social media, and other instant messaging apps. Generation Z in Indonesia often prefers to communicate through chat or social media rather than meeting in person. As a result, the ability to communicate in person and social skills such as reading body language, tone of voice, or facial expressions are diminished. When they face situations requiring face-to-face social interaction, such as job interviews, cooperation in the workplace, or the formation of deeper personal relationships, it will undoubtedly be challenging because they are used to the virtual world.²⁰

Many people nowadays prefer to interact face-to-face through screens and instant messaging apps because it is easier. Even though technological developments make communication easier, relying too much on digital leads to difficulties with in-person interactions, such as reading body language or handling spontaneous conversations. This can be a problem in real life, especially in professional or personal relationships, where interpersonal skills in the work system are essential and needed. Generation Z relies more on technology to solve problems as they can quickly get information and find solutions through apps or search engines. Since they are used to instant answers without the need to

²⁰ Ibid.

think long or seek creative solutions independently, they may also lose their independence in critical thinking and problem-solving.²¹

In the digital world, emotions are often communicated through emojis or short texts, making it difficult to develop empathy and control emotions. Accustomed to more straightforward emotional interactions, Generation Z in Indonesia may need help understanding or responding to the feelings of others. This may affect their ability to build more profound and significant relationships in their professional and personal lives.²²

3. Creativity and Innovation

Although Generation Z is very creative, they must find ways to combine innovation with technology without losing the human touch in the creative process. It would be a dilemma if all these conveniences stifled their creativity because of the tendency towards instant gratification and looking for existing solutions rather than generating new ideas independently. Of course, this can inhibit the desire to think critically or find new ways to solve problems. Automation and artificial intelligence (AI) are emerging technologies that could replace human creativity. As algorithms or machines have taken over many creative jobs, Generation Z may feel inhibited from innovating. Since the system is

²¹ Santosa, "Urgensi Peran Orang Tua Membangun Kepemimpinan Anak Di Era Disrupsi Teknologi Berdasarkan Ulangan 6: 6-9," *EDULEAD: Journal of Christian Education and Leadership* 2, no. 1 (2021): 71–88.

²² Ibid.

designed for efficiency and quick results, this automation hinders creativity in the work process.²³

C. Digital Impacts in the Era of Technological Disruption for Generation Z

In the era of technological disruption, digitalization has brought a broad and diverse impact on individual lives, both positively and negatively. It is not limited to one aspect of life; digital development in the era of disruption has an effect that touches all aspects of human life. For example, in the world of education, the positive impact of digital development can be seen through the emergence of various mass media, such as electronic media, which makes it easier for students to access multiple material resumes so that the coverage obtained is not only from the teacher but the reach can be more comprehensive. The existence of new creativity then makes the teaching and learning process not dull and gives a more funny and fun vibe. The teaching and learning process can be interspersed with e-learning. This is intended as a form of effort for teachers and students to maximize available time. Make it easier to process assessment data. With the existence of technology, it does not waste time to calculate manually; instead, it can use technology, which is undoubtedly more time-efficient. The need for the use of facilities and infrastructure can be fulfilled faster. For

²³ Lia Muliawaty, "Peluang Dan Tantangan Sumber Daya Manusia Di Era Disrupsi," *Kebijakan : Jurnal Ilmu Administrasi* 10, no. 1 (2019): 1.

example, using a Liquid Crystal Display (LCD) is helpful in learning, so there is no need to record material on the whiteboard.²⁴

In addition to the positive impacts described above, digital development in the Era of Technological Disruption will also certainly hurt the field of education. For example, e-learning makes the teaching and learning process more efficient because it can be done anywhere and is not fixated and confined to one learning atmosphere. This method facilitates a broader range of student thinking by applying an innovative learning system through various technological devices.²⁵ However, the role of educators can shift completely due to AI's ability, which is considered more qualified to provide insight than the educators themselves. The level of cyber-relational addiction has become an undeniable concern that can result in the loss of relationships with others in the real world and replaced with relationships in cyberspace that are considered more interesting and exciting to establish. The ever-increasing level of teenagers and young people's preference for cyber-relationships is a challenge in itself, resulting in the negative impact of digital development. It is not uncommon to find various cases of cyber-relational addiction in terms of spreading the identity of someone known through cyberspace.²⁶

²⁴ Marryono Yohanes, "Dampak Teknologi Terhadap Pendidikan," *Jurnal Pendidikan dan Kebudayaan MISSIO* Vol. 10 No (2018): 50–51.

²⁵ Ibid.

²⁶ Yuniar Sakina Waliulu, *Pendidikan Dalam Transformasi Digital* (Batam: Yayasan Cendikia Mulia Mandiri, 2023).

The emergence of information overload then makes a person addicted and does not know the time and does not rule out the possibility of plunging someone into the world of pornography. One indicator of the cause of information overload is Generation Z's tendency to use instant messaging applications and dating applications, which causes various cases such as oversharing of someone who has never been met in the real world. As a result, the spread of pornographic photos and videos is inevitable—high levels of violence and bullying (cyber-bullying). Seeing and watching videos containing violence and bullying stimulates and encourages individuals to do it. ²⁷Especially when it is considered exciting and fun to do so, it is not uncommon to find many people who experience mental disorders and even lead to tragic actions as a result of hate speech obtained through social media. The emergence of cybercrime that intends to steal user data or use other people's data to commit a crime. Cybercrime, such as hacking by hackers to hack into someone's account, is very common in this era. Therefore, the security of every use of digital-based applications is essential. The emergence of apathy caused by the lack of direct meetings (more virtual) between educators and students is also one of the negative impacts of digital development in the field of education, which then makes students prefer to

²⁷ Ibid.

be apathetic and passive;²⁸ Thus, it is not easy to find passion or interest in learning.²⁹

Technological developments also significantly impact humans in the socio-cultural field. For example, the emergence of Addict nature as a new form of socializing needs. This trait appears in the world of online game players. Players in the game face various levels and items needed to improve or advance to the next level.³⁰ This kind of game model has encouraged players to continuously improve their abilities while heading towards the next higher level, so players will always act based on a sense of self-esteem, trying to improve their strength and playing ability well when playing with friends or alone. For example, in a PES game (a soccer player) will strive to improve his playing ability in terms of developing formations, managing players, and participating in the team to enhance his playing ability to defeat the enemy team. If they are playing with friends, the player will usually play by winning to get a good reputation, thanks to his friend.³¹

Another impact of digital development on the lives of Generation Z is the emergence of hyperreality, which allows players to experience simulated reality. Those who see this technological development can enter a pseudo-

²⁸ Ibid.

²⁹ Henry Bastian and Khamadi, "*Dampak Digital Game Terhadap Perkembangan*," no. February 2016 (2018): 33–44, <http://publikasi.dinus.ac.id/index.php/andharupa>.

³⁰ Ibid, 45-47.

³¹ AG. Eka Wenats Wuryantai, "Digitalisasi Masyarakat: Menilik Kekuatan Dan Kelemahan Dinamika Era Informasi Digital Dan Masyarakat Informasi," *Jurnal ILMU KOMUNIKASI* 1, no. 2 (2013): 131–142.

reality to continue playing. This hyperreality condition undoubtedly has a negative impact because it is distracting. When a player has to play two roles simultaneously in real life and the virtual world, this clearly shows that there is a problem within the individual because, in the real world, some of them even have to give up their priorities, such as giving up their time at school or at work to skip classes to play online games.³²

Furthermore, in the economic field, digital developments in the era of disruption are, of course, also very impactful. One prevalent example is the presence of E-commerce sites, which have had a significant impact on traditional industries, causing a paradigm shift in how consumers shop and businesses operate. By offering innovative solutions, lower prices, and increased convenience for customers, e-commerce has disrupted traditional sectors. The rise of e-commerce in the makeup, food, and other service industries has led to an increase in the level of online purchases. Customers are increasingly choosing to shop online over the conventional way of shopping.³³ The Indian retail sector is also witnessing this shift, with e-commerce sites overtaking conventional retail and significantly reducing physical stores' turnover and profit margins.³⁴

³² Henry Bastian and Khamadi, "Dampak Digital Game Terhadap Perkembangan, 22."

³³ Dhety Chusumastuti et al., "Gangguan Digital Dan Transformasi Ekonomi: Menganalisis Dampak E-Commerce Terhadap Industri Tradisional," *Jurnal Ekonomi dan Kewirausahaan West Science* 1, no. 03 (2023): 173–185.

³⁴ Ibid.

D. Conceptual Spiritual Leadership

Today, the Church's leadership needs are very varied. Churches need new leadership concepts that are more innovative and creative in responding to challenges. One leadership style currently being discussed is spiritual Leadership, better known as spiritual Leadership. This leadership concept was first initiated by Fairholm in 1997 and then developed in more depth regarding the causality theory of spiritual Leadership, which consists of 3 dimensions, by Louis W Fry in 2003.³⁵ Fry defines spiritual Leadership as the attitudes, values, and behaviors required to intrinsically motivate self and others to have a sense of spiritual well-being through vocation and membership. For Fry, the Purpose of Spiritual Leadership is to understand the basic spiritual needs of leaders and followers so that they are more productive and committed in an organization.³⁶ The dimensions of Spiritual Leadership initiated by Fry are contained in 3 critical dimensions, including:

1. Vision

Vision refers to a picture of the future with explicit or implicit commentary, explaining why people should strive to organize the future. Fry states that vision has three crucial roles in clarifying the general direction of change, simplifying hundreds or thousands of more detailed decisions, assisting quickly and efficiently, and organizing the actions of

³⁵ Robert Burke, "Leadership and Spirituality," *Foresight* 8, no. 6 (2006): 14–25.

³⁶ I Gede Putu Kawiana, *Spiritual Leadership*, UNHI Press, 2019.

various individuals. Leaders are responsible for creating a shared vision and values at all levels of the organization and making choices about the vision, goals, mission, strategy, and implementation of the vision. The vision defines the broad journey and helps the organization reach the expected future.³⁷

Passion, meaning, and commitment at work are the roles that will result from the vision. Four indicators of vision, consisting of (1) understanding of the vision, (2) vision statement, (3) inspiration from the vision, and (4) clear vision, will lead to a sense of calling, which is part of spiritual well-being.³⁸

2. Altruistic Love

Fry defines altruistic love in spiritual Leadership as a sense of wholeness, harmony, and well-being through caring, concern, and respect for oneself and others. Spiritual Leadership entails developing an organizational social/culture based on altruistic love.³⁹ For Fry, love is not only a basic form of overcoming and eliminating fears but also for holistic emotional healing. Furthermore, he suggests giving care and attention to oneself and others to eliminate fear and worry, anger and jealousy, failure

³⁷ Louis W Fry, "Spiritual Leadership," *Global Encyclopedia of Public Administration, Public Policy, and Governance* (2016): 1–6.

³⁸ Kawiana, *Spiritual Leadership*.

³⁹ M. Fry, L. & Nisiewicz, *Maximizing the Triple Bottom Line Through Spiritual Leadership* (Redwood City: Stanford University Press, 2013), 55.

and guilt, and provide a basis for well-being.⁴⁰ In the same way, leaders and followers create a culture and ethical system that embodies the principle of altruistic love. Group members face challenges to persevere, be consistent, and pursue excellence (self-improvement) by doing their best to achieve challenging goals through hope and faith in the vision.

3. Faith/Hope

Faith is the basis of all hope and belief in the unseen. In his theory, Fry defines faith as more than hope or desire. He explains that hope is a desire that leads to the fulfillment of hope, and faith adds assurance to hope. Faith is more than just wishing for something. In other words, faith is based on values, attitudes, and behaviors that express absolute certainty and trust that what is desired and expected will happen. People who have faith/hope with indicators (1) having faith, (2) exercising faith, (3) persevering, making more effort, and (4) challenging goals in their vision will be passionate about facing obstacles, enduring difficulties and suffering, in achieving their goals. Thus, faith/hope is a source of confidence that the vision and mission of an organization will be achieved.⁴¹ The application of the concept of spiritual leadership theory initiated by Fry seeks to ensure that with the existence of hope or faith in the vision of the organization, maintaining leaders and followers to look

⁴⁰ Burke, "Leadership and Spirituality."

⁴¹ Christy L Magnusen, "Historical and Contemporary Trends in Spirituality Leadership," *Journal of Catholic Education* 7, no. 1 (2003).

to the future that exists so that, throughout the journey of the organization maintaining spiritual well-being that has been briefly described earlier above.⁴²

In his book, Fry lays out the definition of spiritual well-being, a term of spiritual survival that has previously existed; it is just that Fry changed the use of the term in his spiritual leadership theory.⁴³ Spiritual well-being is one part of the causal relationship in Fry's spiritual leadership theory. Spiritual well-being is the area of the perceived self, the extent to which people feel a sense of direction and Purpose. Spiritual well-being can be a reflection of psychology, which is how much spiritual health a person feels. In terms of spiritual well-being, Fry proposes that those who exercise spiritual Leadership in themselves will score high in their life satisfaction. This variable consists of 2 parts, namely Calling and Membership, as described below:

4. Calling

Calling refers to transcendent experiences or how to help others and make life more meaningful. Calling is the key characteristic and value of a leader that followers admire and gives the leader credibility in motivating people to perform and fulfill basic human needs. Through honesty, future perspective, inspiration to achieve a shared vision, and

⁴² Fry, L. & Nisiewicz, *Maximizing the Triple Bottom Line Through Spiritual Leadership*.

⁴³ Kawiana, *Spiritual Leadership*, 9-11.

skill, calling makes a difference.⁴⁴ Sometimes, the calling has been described as experiencing a vision, receiving a spirit gift from God, or hearing God's voice (revelation). After that, people start doing public service. However, another expert opinion states that a more broadly defined vocation refers to an individual's choice of expressing the essence of self in their life and work; work must be done and where individuals find self-expression. Calling describes the intersection of something deeply personal with social Purpose, meaningfulness, or something important. This concept suggests a strong connection between what we do in our lives and what we do at work.⁴⁵

5. Membership

Membership is a feeling of belonging and belonging (investing) because one has given part of oneself to become a member. Membership still has boundaries, meaning what belongs and what does not belong. These boundaries provide necessary emotional security for members. Boundaries are particularly relevant to neighborhood communities because they define who is in and who is out. However, boundaries can be so subtle to recognize that only those who live there can distinguish them. Membership criteria provide structure and security to maintain

⁴⁴ Magnusen, *"Historical and Contemporary Trends in Spirituality Leadership."*

⁴⁵ Ibid.

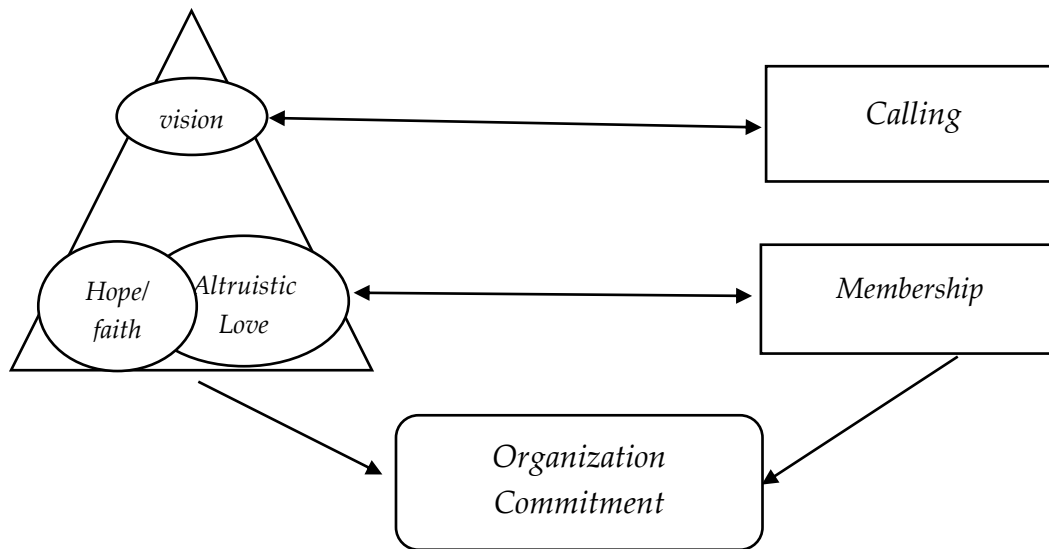
intimacy within an organization, community, or group.⁴⁶ Group membership includes the feelings, beliefs, and expectations of fitting in with the group, having a place there, accepting acceptance, and being willing to sacrifice for the group. Here, it is essential to emphasize the role of identification, which can be demonstrated by reciprocal statements such as “This is my group” and “I am part of the group.” With a sense of membership, the group will feel that members are essential to each other in the organization, community, or group, and a shared belief that members' needs will be met through a commitment to a shared vision.⁴⁷

In his theory, Fry measures membership by looking at three indicators: (1) feeling understood in the organization, (2) feeling valued in the organization, (3) feeling valued in the organization, and (4) feeling respected in the organization.⁴⁸ The causal (reciprocal) relationship in the spiritual leadership theory initiated by Fry can be described as follows:

⁴⁶ Burke, “Leadership and Spirituality, 8.”

⁴⁷ Magnusen, “*Historical and Contemporary Trends in Spirituality Leadership*, 44.”

⁴⁸ Burke, “*Leadership and Spirituality*.”



The book *Spiritual Leadership* by J. Oswald Sanders also suggests things crucial in a leader's self-development. For Sanders, a leader must have a soul and the ability to influence others to follow the right path. A spiritual leader must model the principles of right living by God's will to inspire the lives of others.⁴⁹

In his 22-chapter work, Sanders describes Jesus as an example of a spiritual leader and a leader who transforms others. Leaders have the power to bring about change in others. They change one disciple, then change others and convert them. In education, government institutions and churches can be related to each other. If someone at the top positively impacts others, they can be called a leader. This change in the affected people will lead to a new value system in their environment. The ultimate

⁴⁹ J. Oswald Sanders, *Spiritual Leadership: Principles of Excellence for Every Believer* (London: Moody Publisher, 2014), 43.

goal is to instill values in others to form excellent and outstanding character and habits that reflect Christ.⁵⁰

For effective church leadership, spiritual disciplines are necessary. This refers to daily practices supporting one's relationship with God, such as fasting, reading the Bible, meditation, and asking for prayers. Church leaders should engage in spiritual disciplines to develop personally and set a good example for those who follow them. Spiritual activities such as prayer, Bible reading, meditation, fasting, and other activities enhance one's relationship with God. Church leaders must practice spiritual disciplines to develop their faith and set an example for others who follow them.⁵¹

E. Biblical Perspective of Spiritual Leadership

Regarding Christian leaders, one cannot ignore the spiritual aspect. This is because the existence of a Christian leader is not solely dependent on human ability but also on the intervention of God.⁵² Today's Church certainly needs leaders who do not just carry out the administrative functions of the Church; the congregation needs leaders who can touch all aspects of its life needs. As Oswald Sanders expressed, "Spiritual leadership

⁵⁰ Ibid, 44-47.

⁵¹ Yusak Tanasyah et al., "Kepemimpinan Rohani John O. Sanders Dalam Peningkatan Kepemimpinan Gereja Yang Melayani Tanpa Diskriminasi," *Journal of Religious and Socio-Cultural* 5, no. 1 (2024): 39-53.

⁵² Lia Muliawaty, "Opportunities and Challenges for Human Resources in the Era of Disruption," *Policy: Journal of Administrative Science* 10, no. 1 (2019): 1.

is a matter of spiritual power which is of higher value and which cannot be generated alone.”⁵³ A Christian leader must understand that his existence as a leader begins with an awareness of God's call on his life.⁵⁴

In his writing to Timothy, Paul clarified that being the church leader in Ephesus was God's calling upon him. It is evident in 2 Timothy 1:9 that Paul wrote that it was He who saved us and called us with a holy calling, not according to our works, but according to His Purpose and grace, which was given to us in Christ Jesus from the beginning of time.⁵⁵(τοῦ σώσαντος ἡμᾶς καὶ καλέσαντος κλήσει ἁγία οὐ κατὰ τὰ ἔργα ἡμῶν ἀλλὰ κατὰ ἰδίαν πρόθεσιν καὶ χάριν, τὴν δοθεῖσαν ἡμῖν ἐν Χριστῷ Ἰησοῦ πρὸ.)

In the original Greek transliteration, the word “call” is written as “καλέσαντος,” which comes from the word “καλέω,” which is a verb meaning to call, where someone makes a call to another person. The word “καλέω” itself has several meanings, including to call, name, invite, summon, mention, and gather. In English, the word “καλέω” has a broader range of meanings, including *to call, to call aloud, utter in a loud voice, to invite, to call, i.e. to name, by name, to give a name to, to receive the name of, receive as a name, to give some name to one, call his name, to be called, i.e. to bear a name or title*

⁵³ Ezra Tari, Ermin Alperiana Mosooli, and Elsy Evasolina Tulaka, “Kepemimpinan Kristen Berdasarkan 1 Timotius 3:1-7,” *Jurnal Teruna Bhakti* 2, no. 1 (2019): 15.

⁵⁴ Kawiana, *Spiritual Leadership*, 22.

⁵⁵ Alkitab, *Alkitab Terjemahan Baru* (Jakarta: Lembaga Alkitab Indonesia (LAI), 2020).

(among men), to salute one by name.⁵⁶ In line with this, as previously discussed, one of the supporting variables in Spiritual well-being in the spiritual leadership theory initiated by Fry is called calling. This indicates an intense and fundamental relationship between the concept of spiritual Leadership and the biblical view regarding the leadership model or style of Spiritual Leadership.

In several of his letters to the churches, Paul made it clear that at the very least, leaders should have exemplary attitudes, values, and behaviors in intrinsically motivating themselves and others.⁵⁷ The qualifications given by Paul to Christian leaders in 2 Timothy are very relevant and essential for every church leader today. This is because many church leaders today are beginning to lose their leadership character, as taught by Paul in 2 Timothy. If a spiritual leader has good leadership traits, the Church will grow substantially, not only in quantity but also in the quality of the congregation's faith. However, if a leader loses his identity as a good servant, the congregation's faith will also decline. In the end, the Church will lose its identity as Christ's representative in this world, who is supposed to proclaim the love of Christ and bring souls to Christ. Spiritual Leadership is one of the

⁵⁶ L R Lontoh, "Pentingnya Karakter Kepemimpinan Kristen Berdasarkan 2 Timotius Dalam Pelayanan Gerejawi Masa Kini," *ICHTUS: Jurnal Teologi dan Pendidikan Kristiani* 3, no. 2 (2022): 72–79.

⁵⁷ Tari, Mosooli, and Tulaka, "Kepemimpinan Kristen Berdasarkan 1 Timotius 3:1-7."

alternative options that today's church leaders can use to continue demonstrating a leadership attitude rooted in scriptural teachings.⁵⁸

F. Generation Z

iGeneration, better known as Gen Z, is a generation born between 1997 and 2012. Generation Z is the next generation of Gen Y, which grew up with the rapid development of technology.⁵⁹ Generation Z has quite different characteristics from other generations because it grows and develops with smartphones. As a result, Generation Z is often referred to as the Internet generation.⁶⁰ This considerably influences Gen Z's behavior because, with the development of increasingly sophisticated science and technology, the fighting spirit will be lower, as will the assumption that they do not have to bother looking and trying to be inherent in them. The spirit of competition has faded.⁶¹ The spirit inherent now is that competition is carried out in a way that is not fair or fair, only to bring down other competitors.⁶²

In the book "Raising Children In the Digital Era" Elizabeth T. Santosa describes seven characteristics of Generation Z,

1. Have a great desire to achieve success.

⁵⁸ Magnusen, "Historical and Contemporary Trends in Spirituality Leadership."

⁵⁹ Witt L Gregg, *The Gen Z Frequency How Brands Tune in & Build Credibility* (New York: Library of Congress Cataloging-in-Publication Data, 2018).

⁶⁰ Priyono, *Resonansi Pemikiran 17* (Surakarta: Muhammadiyah University Press, 2021).

⁶¹ Koulopoulos Thomas, *The Gen Z Effect* (New York: Library of Congress Cataloging-in-Publication Data, 2015).

⁶² Sarah Adityara and Rizki Taufik Rakhman, "Karakteristik Generasi Z Dalam Perkembangan Diri Anak Melalui Visual," *Semina Nasional Seni dan Desain: "Reinovensi Budaya Visual Nusantara,"* no. September (2019): 401–406.

The fighting spirit patterned in Generation Z gives this generation a great desire and ambition to succeed. Generation Z understands and realizes the importance of education. Therefore, Generation Z's spirit of creativity and innovation is unquestionable. The rapid advancement of technology gives them a broad understanding of the reality of world competition, which is why success must be achieved for Generation Z.⁶³

2. Act quickly

Generation Z's tendency to respond to changes in the surrounding environment is a testament to their characteristics. Generation Z, accustomed to getting the latest information quickly through social media and other digital platforms, makes them much more prepared and agile to adjust the actions or steps to be taken in changing situations. A concrete example that can be witnessed together is in the occurrence of trends or changes in the industry; Generation Z will be⁶⁴ More updates are needed to learn and adjust to their education, work, and lifestyle strategies.⁶⁵

3. Appreciate freedom

One characteristic that stands out in Generation Z is the appreciation of freedom, be it freedom of expression, freedom of religion, and so on. Generation Z tends to voice what is in their hearts and minds. This character is born in the pattern of the dynamics of the surrounding

⁶³ Elizabeth T. Santosa, *Raising Children in Digital Era* (Jakarta: PT Elix Media, 2015), .2

⁶⁴ Ibid.

⁶⁵ Santosa, *Raising Children in Digital Era*.

society along with the development of technology. Starting from the freedom to express opinions in cyberspace and then exploring the real world. So, it is unsurprising that Generation Z is a generation of reformers who will become global controllers in the next 10-15 years.⁶⁶

4. Self-believe

One of the characteristics of Generation Z is self-confidence, which is described as a strong attitude toward their abilities, goals, and how they live their lives. Generation Z differs from previous generations in terms of self-assurance as they are more independent, accustomed to much information, and have high expectations. They have grown up in an environment that allows them to communicate openly, see opportunities, and use digital technology to empower themselves. Generation Z is confident in their academic, professional, and personal abilities. They believe they can achieve their goals by working, learning, and using technology. This encourages them to take on roles and responsibilities more proactively, and they also dare to try new things without fear of failure.⁶⁷

5. Loves details

The detail-loving nature of Generation Z reflects their tendency to pay attention to the small and unique aspects of life, such as social

⁶⁶ Septiawan Bambang, *Work Motivation and Generation Z* (Jakarta: Zaidal Digital Publishing, 2020), 9.

⁶⁷ Ibid, 10.

interactions, work, and education. This concept emerged in response to the rapid development of the digital and information environment, where individuals have been accustomed to processing large and complex data from an early age. A concrete example that can be witnessed is when working on assignments or projects at work or school; Generation Z is usually very attentive to details. They ensure that every work component is thoroughly checked and meets the expected standards. Their results are more accurate and of higher quality thanks to these skills.⁶⁸

6. Desire to be recognized

Generation Z has grown up in an internet age full of information and competition on social media and in the real world. As such, they tend to be highly motivated to make a difference and be recognized for their unique identity. They want to be seen as people with qualities or strengths that set them apart. Generation Z wants recognition not just for achievements or formal validation but also for being recognized for their self-expression, identity, and contribution to the social environment. They seek recognition through various means, such as social media achievements, community appreciation, and coworkers' or peers' support.

⁶⁸ Santosa, *Raising Children in Digital Era*, 4.

This character shows their strong desire to be recognized, appreciated, and accepted in this fast-paced and competitive world.⁶⁹

7. Digital and information technology

Generation Z's characteristics and way of thinking are heavily influenced by digital and information technology. Generation Z grew up in an environment full of technological advancements, so they are very familiar with various digital devices, the Internet, and contemporary technology applications.⁷⁰ Thanks to digital technology, Generation Z can access information quickly, accurately, and without limits. They can search for any information in seconds through search engines or platforms such as YouTube, Google, or Wikipedia, making them a generation with broad insights and the ability to find answers to the questions or problems they face quickly.

Slightly different from Elizabeth T. Santosa, David Stillman, in his book *Generation Z: Understanding the Character of a New Generation that Will Change the World of Work*, also describes seven characteristics of Generation Z.⁷¹, including:

a. Digital and Physical

⁶⁹ Yuli Kristyowati, "Generation 'Z' and the Strategy to Serve It," *Ambassador: Journal of Theology and Christian Education* 2, no. 1 (2021): 23-34, set-Indonesia.ac.id 'journal' index.

⁷⁰ Santosa, *Raising Children in Digital Era*, 4.

⁷¹ Sarah Adityara and Rizki Taufik Rakhman, "Characteristics of Generation Z in Children's Self-Development through Visuals," *National Seminar of Art and Design: "Reinvention of Nusantara Visual Culture"*, no. September (2019): 401-406.

In his discussion, Stillman stated that Generation Z will be present in the workplace with something new and unprecedented in previous generations. Combining the physical and digital sides and a different way of life will dominate Generation Z's world. Generation Z will depend on technological sophistication because this is their world, so it will be difficult not to be tied to technological sophistication.⁷²

b. Hyper-Customization

In the environment in which they exist, Generation Z will always try to adjust their identity and customize it to have their branding. Generation Z's customization ability creates an expectation that their behavior and desires can be understood. Regarding hyper-customization characteristics, Generation Z does not want to be trapped in a standard label or stereotype and strives to have a distinct identity. They customize various aspects of their lives, such as dressing and interacting on social media. Social media plays a vital role in this hyper-customization process. Generation Z uses websites and social media platforms such as Instagram and TikTok to shape their self-image and express their uniqueness. Generation Z posts

⁷² Ibid, 407.

content that showcases their interests, lifestyle, and world perspective.⁷³

c. Realistic

Generation Z, which has experienced a severe crisis early on, will have a pragmatic mindset that shapes them into individuals who plan and prepare well for the future. In facing the harsh realities of life, Generation Z is more independent in making decisions, including education and career. They tend to consider rationally whether continuing their education will benefit their future significantly. Regarding realistic characteristics, Gen Z is very concerned about social and environmental issues. Gen Z is not only aware of the problems that are happening, but they also try to contribute to the solution. They deal with these problems realistically; they understand the situation's complexity and look for reasonable solutions.

d. FOMO

One characteristic that is very similar to Generation Z is the fear of missing out, known as Fear of Missing Out (FOMO), which refers to the feeling of anxiety or worry about being left behind, not participating, or not knowing what others are doing, both in the real world and online. Generation Z is more prone to FOMO due to their

⁷³ Ibid.

highly connected lifestyle with social media and electronic devices. A concrete example is when Generation Z feels anxious if they see their friends posting photos together at an event they did not attend. Generation Z will think that they are missing out on something important or exciting, triggering feelings of anxiety and a strong desire to always be "up to date" with what is happening.⁷⁴

e. Weconomist

Gen Z cares deeply about social and environmental issues. The generation tends to buy goods from companies demonstrating social responsibility and sustainability. This impacts their consumption patterns and encourages companies to implement more ethical business practices. Some examples of companies like Gojek and Airbnb show that Generation Z only recognizes the sharing economy. Gen Z offices must sort out internal and external parts for companies to use new methods that are efficient and cost-effective. Gen Z utilizes their role as volunteers. Generation Z's economic characteristics include their ability to use technology in everyday life and high social awareness. With their digital skills and

⁷⁴ Sarah Adityara and Rizki Taufik Rakhman, "Characteristics of Generation Z in Children's Self-Development through Visuals," *National Seminar of Art and Design: "Reinvention of Nusantara Visual Culture,"* no. September (2019): 401-406.

entrepreneurial spirit, Generation Z has the potential to be a key driver of global economic growth in today's digital age.⁷⁵

f. Do It Yourself

Some people believe doing it yourself can make things faster and better. Just like Gen Z, who grew up in the world of the Internet, more trusted social media platforms like YouTube can teach them anything; Gen Z is very independent and will clash with the collective culture previously championed by Millennials. Generation Z has a sharp mindset that if you want to do something right, do it yourself.⁷⁶

g. Spurred

Gen Z believes that there are winners and losers. It is no wonder that Generation Z is a generation that has a more significant enough driving force than previous generations because no one wants to be a loser; on the contrary, Gen Z has a great spirit of competence to become a winner. In his book, Stillman states that Generation Z's competitive spirit is very high. 72% of them feel very competitive, especially about their work. Generation Z's driven characteristics

⁷⁵ Septiawan Bambang, *Motivasi Kerja Dan Generasi Z*, 22.

⁷⁶ Ibid.

make them face challenges in an ever-changing world and compete for success with high adaptability and focus on results.⁷⁷

There are many theories about Generation Z's nature, but technology proficiency and attraction are the most prominent characteristics, as Generation Z is very well-informed and is their world. Unfortunately, Generation Z dislikes the process because the character traits that frame Generation Z do not enjoy the process but instead focus on quick results. They complain when given a challenging task and are likelier to cut corners when stuck. This simple, target-oriented perspective makes Gen Z broad-minded but not deep.⁷⁸

⁷⁷ Adityara and Rakhman, *Characteristics of Generation Z in Children's Self-Development through Visuals*, 11.

⁷⁸ Yuli Kristyowati, "Generation 'Z' and the Strategy to Serve It," *Ambassador: Journal of Theology and Christian Education* 2, no. 1 (2021): 23-34, set-Indonesia.ac.id 'journal' index.