

SHAPING FUTURE LEADERS: REFLECTIONS ON THE TRANSFORMATION OF AGRARIAN TO INDUSTRIAL SOCIETY

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Abstract: This article examines the transformation of society from an agrarian to an industrial form and how such changes impact the development of future leaders. Using a descriptive qualitative approach, this study examines the literature and secondary data to understand the impact of such transformations on social, economic, and cultural structures. The results showed that the transformation of agrarian society into an industrial one has brought significant changes in production methods, social interactions, and culture. In the era of globalisation and the Industrial Revolution 4.0, future leaders must possess adaptability, integrity, and a concern for the environment. Leaders must also possess practical communication skills, a clear vision, and a combination of cognitive, technical, and relational skills. In conclusion, a deep understanding of the transformations from agrarian to industrial societies is essential for future leaders to navigate the complexities of modern times.

Keywords: community transformation; future leadership; agrarian society; industrial revolution 4.0; lead adaptability

1. Introduction

The transformation of society from an agrarian to an industrial form was one of the most monumental changes in history. This change was accelerated by the process of urbanisation that led to the creation of industrial modernity, as noted by Fields (1). In just a few decades, the United States has undergone a metamorphosis from an agrarian society centred in rural areas to a sophisticated industrial society (2). Interestingly, the impact of this transformation is also felt by indigenous peoples, making them more vulnerable (3).

In an agrarian society, daily activities are centred on agriculture and rural life. Their social structure, values, and characteristics differ significantly from those of modern industrial societies, which are characterised by urbanisation, mass production, and technological advancements. In agrarian societies, leadership is usually rooted in tradition. Leaders are authoritative figures, often from a specific lineage or with local wisdom, such as village heads or traditional figures (4,5). Lonati (6) found that leadership styles in agrarian societies tend to be less participatory and more authoritarian. In contrast, in industrial societies, the quality of a leader is judged by their professionalism, innovation, and ability to mobilise resources for the cause of an organisation or nation (7,8). This transformation, as described by Fields (1), Jackson (3), and Scoones (9), not only alters our working methods but also our way of thinking, communicating, and perceiving the world.

In the era of globalisation and Industrial Revolution 4.0, future leaders must combine an understanding of the complexity of the industrial age with the core values of the agrarian era. The leader must have a clear vision, flexibility in dealing with change, as well as integrity and concern for the social and natural environment. Through reflection on the shift from an agrarian society to an industrial one, we can gain valuable perspectives to shape future leaders who are more holistic, adaptive, and responsible.

In this context, how do we shape future leaders who can understand the complexities and challenges of the industrial age, while not forgetting the traditional roots and noble values that agrarian societies have inherited?

The importance of reflection on this transformation is particularly relevant, especially in the current era of globalisation and Industry 4.0. Future leaders need to have a clear vision, be adaptable to change, and possess integrity and concern for both the social and natural environments. Therefore, through this article, we will explore how reflections on the transformation of agrarian society into an industrial one can provide insights into shaping future leaders who are holistic, adaptive, and of integrity.

2. Method

This article adopts a descriptive qualitative approach to understanding and describing the transformation of agrarian society into an industrial one, and its impact on the formation of future leaders. This approach allows us to explore and describe the phenomenon based on existing secondary literature and data sources. Through this approach, we analyse a wide range of relevant documents, publications, and scientific literature to gain an in-depth understanding of the social, economic, and political changes that occurred during these transformations.

After collecting data from various literature sources, we applied content analysis to identify key themes, patterns, and emerging narratives related to leader formation within the context of societal transformation. This process involves data coding, categorisation, and interpretation to find hidden meanings and relationships between variables. Thus, we can understand the characteristics of desirable leaders in industrial societies and how agrarian backgrounds influence those perspectives.

To improve the validity and reliability of our findings, we triangulate the data. This means we compare and correlate information from different sources to ensure consistency and accuracy of interpretation. By combining multiple perspectives from different literatures, we can gain a more comprehensive and in-depth understanding of how the transformation from agrarian to industrial societies affects the formation of future leaders.

3. Finding and Discussion

In the era of globalisation and the wave of the Industrial Revolution 4.0, there has been a significant transformation in the way we organise and collaborate, as revealed by SAMANS (20). The essence of the Fourth Industrial Revolution is a comprehensive digitalisation that encompasses the social, political, and economic aspects of society. These changes affect not only the economy, but also the structure of business, community, and politics. Experts such as Lee et al. (11) and Min et al. (12) state that this revolution will affect the way we work, consume, and even our way of thinking. Additionally, there are strong suspicions that this revolution will have significant consequences for the business world and the economy (13).

Given the magnitude of the changes taking place, future leaders need to possess adaptability, integrity, and a care for the environment, as emphasised by SAMANS (10). In conditions where the economy and socio-political structures are undergoing fundamental transformations, leaders must be able to adapt quickly and lead with high integrity. Min et al. (12) also emphasised that the impact of the Fourth Industrial Revolution on aspects such as occupational health and safety, compensation, and worker conditions warrants special attention from leaders who prioritise the well-being of both the environment and their workers.

3.1 Transformation of an agrarian society into an industrial one

Agrarian society has been the dominating form of socio-economic organisation for thousands of years in human history. Over time, this society underwent a significant transformation into an industrial society. The Commercial and Industrial Revolution, which began in the Mediterranean city-states between 1000 and 1500 AD, marked the beginning of this transition (4).

In this transformation process, many aspects influence and shape it. Whether from social, economic, political, cultural, or ecological aspects, all play an important role in shaping transformation (14). Urbanisation, as one of the most important aspects, became the primary catalyst in the transition from an agrarian to an industrial society (1).

However, the impact of these transformations on social, economic, and cultural structures remains largely unexplored. Nonetheless, few studies have explored how digital transformation, for example, affects social, cultural, or political circumstances. It is known that sustainability transformation requires profound changes in various aspects of the socio-technical-ecological system (15,16).

Industries across various sectors, including production, services, healthcare, and education, have conducted in-depth research on digital transformation and its impact (17). A particular study demonstrates the impact of digital transformation on economic innovation and its effects on social systems (18). However, more research is still needed to fully understand how transformation affects social, economic, and cultural structures.

In understanding the transition from an agrarian to an industrial society, many lessons can be learned. This transformation is not only a change in the way people live and work but also in their view and understanding of the world. Scholars who judge the historical progress of global capitalism solely based on industry, manufacturing, and urbanisation often overlook the fact that modern society encompasses not only production but also social and cultural interactions (19).

Modern society, greatly influenced by the agricultural and industrial revolutions, has brought about significant changes in production methods and the fulfilment of human needs (20). Even so, there are many similarities between herders and farmers in the process of agrarian change, which suggests that any transition always incorporates traditional elements (9). The presence of urbanisation, as an important element in transformation, makes clear how modern society is built upon strong agrarian foundations (1).

3.2 The relevance of transformational reflection for future leaders

Reflection is one of the important keys in the world of leadership. A process that requires leaders to understand themselves and their environment. According to Ann (21), reflection is closely related to aspects of emotional intelligence such as self-awareness and self-regulation. Leaders who understand themselves can make more informed decisions and reassess actions and decisions that have been taken.

Transformational leadership, according to Kapoor et al. (22), focuses on capacity building for both individuals and organisations to achieve their goals. Work environments are now evolving towards a virtual model, as emphasised by Greimel et al. (23), which requires visionary leaders. Leaders who can see the future, design it, and lead change. Maulding et al. (24) also emphasise the importance of transformational leaders in creating a vision for the future.

In today's digital world, motivation from transformational leaders is needed. Bunjak et al. (25) state that leaders with a transformational style can motivate their followers to adapt to digital change. Kim and Cruz (26) also add that transformational leadership contributes to improved psychological well-being among service-oriented employees.

Being a leader is not only about how to lead, but also about understanding yourself. According to Jennings et al. (27), reflecting on one's identity as a leader can improve perceptions of leadership itself. With reflection, leaders can look back on the steps they have taken, understand their strengths and weaknesses, and identify room for growth.

Lanaj et al. (28) emphasise the importance for leaders to set aside their ego when self-reflecting. Reflection enables leaders to see the bigger picture and understand their beliefs, values, and assumptions, as well as how they influence their decisions. With a deep understanding of oneself, leaders can maximise their positive impact on others.

In closing, self-reflection is a valuable instrument for leaders. A process that enables leaders to continue learning and growing (29). Through reflection, leaders can develop a deeper understanding, enhance their skills, and ultimately make more informed and wise decisions.

3.3 Characteristics of future leaders needed

Future leaders need to have a set of skills and characteristics that will enable them to lead the workforce or team of tomorrow. Here are some of the key characteristics future leaders need:

3.3.1 Name Leaders must be able to communicate effectively with their team members, stakeholders, and customers

Effective communication has been recognised as one of the key skills that future leaders must possess. According to the report on soft skills in personnel training, communication, along with leadership, customer service, and teamwork, are invaluable skills for team leaders (30). Leaders who can communicate well not only with their team members but also with their stakeholders and customers can motivate and inspire them to achieve common goals (31).

In today's digital age, effective communication has become more important for leaders to manage and retain talent (7). Effective communication enables leaders to integrate diverse perspectives and listen attentively to their team members' input. This not only instils confidence in the team but also fosters skilful conversations through constructive dialogue (32). To support this, leadership communication assessment tools have been proposed to enable leaders to improve their communication skills continually.

3.3.2 Leaders must have a clear mission and goals.

In an era marked by dynamics and change, effective leadership demands a clear and purposeful vision. A study by (33) affirms that developing a clear vision is the most important aspect of change leadership. This vision is not just a dream, but a deep desire to see improvement. This is particularly relevant for education leaders seeking to implement significant change in their school or educational district environment. The organisation's vision serves not only as a guide but also as an element that evokes a sense of ownership among its members. A leader who has a personal vision and can share it with the members of their organisation can clearly distinguish themselves from just a manager. Visionary leaders do not just focus on short-term challenges; they also consider long-term objectives. They can look far ahead, transcend existing horizons of challenges, and guide their nation through difficult times.

In addition, vision in leadership is also considered a moral obligation. Great leaders have a clear moral compass that guides their actions (34). In today's digital era, leadership roles are becoming increasingly important, particularly in capturing the full value of digitalisation. Visionary leaders can integrate diverse views, listen with empathy, and support constructive dialogue. Thus, leaders who have a clear vision not only help their organisations navigate difficult times but also ensure that the organisation emerges stronger and more resilient in the future.

In the era of digitalisation, which is characterised by constant change, the role of leadership is crucial in maximising the value obtained. According to Cortellazzo et al. (7), effective leaders are those who can manage and retain top talent through innovative leadership approaches. This can be achieved by having a clear mission and goals. Additionally, successful leaders are those who can cultivate confidence within their team. Khoshhal and Guraya (32) emphasise the importance of leaders in integrating multiple perspectives, listening carefully, supporting constructive conversation, and providing assistance when needed. In other words, a clear vision not only helps leaders in the face of challenges but also enables organisations to navigate difficult times and emerge more resilient.

- 3.3.3 Leaders must be able to motivate and inspire their team members to achieve goals. Effective leadership is not only about having power and authority but also about the ability to motivate and inspire team members. Every individual in a team has a different way of motivation (35). Therefore, an effective leader must be able to adjust their approach according to the needs of subordinates. Leaders must set clear goals and objectives, and manage resources well to ensure the achievement of those goals (36).

Leadership effectiveness is essential in creating a high level of commitment and motivation among employees. According to Sonmez Cakir and Adiguzel (37), leaders who can express personal sacrifices and provide ongoing motivation for their team members can achieve better results. However, dynamic leadership alone is not enough to motivate individuals and teams. A leader must also have the ability to manage conflict and make difficult decisions. Steinmann et al. (38) suggest that successful leaders can motivate and convert their followers by increasing their awareness of goals and ways to achieve them. In an organisational context, the leadership qualities of a manager have a significant and positive impact on employee motivation and performance (39). Therefore, leaders who have a clear mission and goals will be better able to inspire and guide their teams to success.

Additionally, an effective leader possesses a strong moral compass and provides clear direction to their team. Transformational leadership behaviours can inspire team members to maximise their potential in the face of various job tasks (40). Meanwhile, Durmaz et al. (39) emphasise that the leadership qualities of a manager have a significant influence on employee motivation and performance.

- 3.3.4 Leaders must be honest and have high ethical standards. Authentic leaders always prioritise ethical decision-making and avoid hasty conclusions in their actions (41). They apply balanced thinking, paying special attention to integrity, fairness, and transparency in every step they take. In addition, the concept of servant leadership emphasises the importance of attending to the needs of others and upholding the values of honesty and trust (42). Therefore, a

successful leader must have the ability to build trust in their team and among stakeholders by demonstrating loyalty to high ethical principles.

According to research, integrity is one of the key attributes that distinguish outstanding leaders (43). Leaders with integrity behave reasonably, respectfully, and sincerely, and always vote based on principles. They are trustworthy and never take sides or commit unfair actions (44). Honest relationships built by ethical leaders with their team members make subordinates admire the leader because of the ethical decisions he makes (45). Ethics-based leadership also has a positive impact on the morality of its followers, as evidenced by increased reporting of ethical issues (46). Integrity is a commitment to a morally defensible set of principles and values, and it requires consistency in action (47).

Thus, successful leaders are those who always emphasise integrity, ethics, and values in their decision-making. They create an environment where trust and respect thrive, which in turn motivates their teams to follow in the footsteps of these leaders of integrity and ethics. Decisions based on these principles not only form strong leadership but also foster a moral and transparent organisational culture.

3.3.5 Leaders must have high self-confidence.

A leader requires high self-confidence to carry out their duties effectively. Self-confidence is closely related to self-efficacy, which is a person's belief in their ability to achieve success in various situations (48). Confident leaders tend to set high standards for themselves and their teams, ultimately driving optimal performance (49). According to Asrar-ul-Haq and Anwar (35), Self-confidence is one of the six essential characteristics that effective leaders must possess, along with motivation, honesty, integrity, cognitive ability, and self-efficacy.

The confidence possessed by the leader not only affects him but also affects the perception of his team members. Leaders who show self-sacrifice and have high self-confidence tend to be more valued and considered more effective in carrying out leadership duties (50). Additionally, positive perceptions of team members towards their leader's abilities increase when the leader demonstrates high self-confidence (48). Individuals with high self-esteem tend to perceive prestigious leaders as more capable of leadership.

A leader must have complete confidence in their abilities and the decisions they make. This is important to inspire and build the trust of his team members. When the leader demonstrates confidence in carrying out his duties and responsibilities, team members will feel confident that the leader is indeed competent in his role. To strengthen this confidence, leaders need to be open to different views, actively listen, support conversations through constructive dialogue, and assist team members in developing their skills (32).

3.3.6 Leaders must have the cognitive ability to analyse complex situations and make informed decisions.

Leaders play a crucial role in navigating complex and dynamic situations. Their cognitive abilities are crucial in analysing various situations and making informed decisions. According to research conducted by Hannah et al. (51), there is a psychological and neurological basis that underpins a leader's complexities and how it affects their adaptive decision-making. Cognitive skills, such as problem-solving, critical thinking, and situation analysis, are considered key determinants of leader performance.

In carrying out their duties, leaders are often faced with systems or social networks that are constantly changing. Therefore, the ability to integrate different views, listen attentively, and support conversations through effective dialogue becomes crucial. Khoshhal and Guraya (32) emphasise that effective leaders are those who can instil confidence and help others develop their skills. Confidence is indeed the basis of leadership. With the proper training, leaders can become more effective, assertive, and reliable problem solvers.

3.3.7 Leaders must be equipped with relevant technical, relational, and communication skills.

Future leaders will need to master relevant technical, relational, and communication skills to succeed in the face of the tumultuous environment, characterised by uncertainty, complexity, and ambiguity that prevails today (52). Initially, it was hypothesised that lower-level leaders tended to rely more on technical skills, whereas as one rose to a higher leadership position, the human and conceptual aspects became increasingly crucial (53). However, Katz went on to assert that leaders at all levels of the organisation require some level of competence in various areas of expertise (53).

Effective leadership is identified by traits such as motivation, honesty, integrity, confidence, cognitive ability, and other factors (35). In addition, leaders also have the responsibility to ensure the conformity of technological tools adopted or implemented within the organisation (7).

In the future, leaders must be equipped with relevant technical, relational, and communication skills to lead successfully in situations marked by uncertainty, complexity, and ambiguity. Some skills critical for future leaders include the ability to communicate effectively with team members, clients, and stakeholders (54).

In addition, future leaders must also possess strong emotional intelligence, as this can be a differentiator within the organisation, especially when technical skills are no longer a significant factor (55). Confidence in their ability to make decisions, take risks, and lead teams becomes an important foundation for leadership (32). Cognitive skills, such as strategic thinking, creativity, and adaptability, are also key determinants of a leader's performance (56).

Furthermore, future leaders must also be more responsive to understanding patterns and signals revealed through network data (8). Companies are now seeking the communication, interpretive, affective, and perceptual skills necessary to lead coherent and proactive collaboration.

3.4 Strategies for shaping future leaders

Shaping tomorrow's leaders is a crucial strategy in the rapidly evolving world of leadership. The results of the research carried out provide valuable insights in this regard. One of the key aspects that emerged in the research was the concept of strategic leadership. Researchers propose a new definition for strategic leadership and have developed a framework that helps answer important questions regarding the essence of strategic leadership, its needs, and how to develop it (57).

Not only that, but leaders can also employ special strategies to motivate and sustain the spirit of their subordinates. It is essential to recognise that this strategy can be tailored to meet the needs of different generations, such as Generations Y and Z, which have distinct characteristics and work preferences (35,58). Leadership effectiveness has been found to

have a significant impact on knowledge sharing, business performance, and organisational transformation (37).

Additionally, strategic planning is a crucial factor in shaping future leaders. By formulating core goals, values, and the Big Hairy Audacious Goal (BHAG), leaders can steer the organisation toward the desired future (59). In the rapidly evolving digital age, leaders must also take responsibility for ensuring that the technology used aligns with the organisation's goals and values (7).

Overall, the study highlights the importance of possessing a solid understanding of strategic leadership, the ability to tailor leadership strategies to the characteristics of different generations, and expertise in strategic planning to shape the future. Leaders also need to understand that their leadership style impacts knowledge-sharing behaviour, business performance, and organisational change, while adapting to ever-changing technological developments.

4. Conclusion and Recommendation

The transformation of society from an agrarian to an industrial one has laid the foundation for the modern world as we know it. This monumental change not only changed the economic fabric but also reshaped our social and cultural structures. The impact of this transformation demonstrates how society can adapt to changes that occur, presenting new challenges and opportunities. In the context of the era of globalisation and the Industrial Revolution 4.0, future leaders must have a deep understanding of the reflections of this transformation.

To lead in an era of uncertainty and change, future leaders must develop several essential skills and characteristics. It includes practical communication skills, clear vision, integrity, and confidence, as well as cognitive, technical, and relational skills. Leader formation strategies must be tailored to the needs of the current generation, pay attention to technological developments, and respond to global challenges. That way, leaders will be better prepared and able to navigate the complexities of modern times.

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