

Original Research Article **NEHEMIAH'S LEADERSHIP AS A PASTORAL MODEL IN THE ERA OF DISRUPTION**

ABSTRACT

As technology develops in the industrial era, waves of change occur and cause various impacts. Worship and spirituality are no exceptions. This research aims to analyze Nehemiah's leadership at GPdI Vila Melati Mas as a pastoral model in the era of disruption. This research was conducted using a qualitative method. The data collection techniques used were observation, interviews, and documents. The results of this study show that in facing challenges in this disruption era, Nehemiah's leadership can be used as an example of Christian leadership, where his leadership applies secular leadership styles and managerial functions but is still based on the Word of God. To face challenges in the era of the Industrial Revolution 4.0, it can be done with several strategies, namely having self-awareness, being agile and nimble in understanding and solving solutions, collaborating, paying attention to development, and being sharp in analyzing what will happen in the future or now.

Keywords: Nehemiah, Leadership, Church Pastor

1. INTRODUCTION

As technology develops in the industrial era of 4.0, waves of change occur. A fundamental change is known as disruption (De Propriis and Bailey, 2021). The disruption not only brings benefits but also negatives that can affect one's perspective and mindset. The pattern of social life has changed, and social interaction between fellow human beings has been greatly reduced (Scacco and Warren, 2018). This is due to easy access to information. Authors (Blodgett and Lanigan, 2018) state that early education is important for a person not to shift from their life principles. For some people, the turbulence of change can be weathered and won. while for others, it becomes a devastating disruption.

Inevitably, the church is also in the vortex of disruption that affects its role in bringing and guiding people towards faith and identity according to God's plan, similar to the Creator, with all its potential. In the process of congregational formation today, it experiences turbulence due to technological advances and the social changes that follow. The impact that occurs due to the era of Digitalization and Industry 4.0 is either accepted or not, bringing the church into a new world (Konno and Schillaci, 2021). This has led to changes in the church's ministry of fostering faith.

The changes and impacts brought about by life's developments can cause difficulties for people who are unable to adapt. The comforts and conveniences of life lure many believers into worldly things rather than right living before God (Herzog, 2021).

According to a survey by the Numbers Research Center in 2018, there is an increase in young people who do not regularly attend church (Gultom et al., 2022). One of the reasons they no longer worship regularly is because of poor church leadership. This proves that leaders and leadership are very important and can affect the condition of the church. Church leaders today need to do something to pass the test of their leadership.

One of the outstanding leaders recorded in the Bible is Nehemiah. Nehemiah successfully led the Israelites to rebuild the walls of Jerusalem in fifty-two days (Nehemiah 6:15) and the city of Jerusalem, which initially had no houses built (Nehemiah 7:4). In the construction, Nehemiah had to face challenges and problems that complicated and complex and drained his mind, time, and energy, even risking his life (Nainggolan et al., 2022).

Nehemiah's success in leading the Israelites out of a critical condition made him pass the real leadership test. This confirms that the statements made above, namely, "a crisis is the real test for leadership," and in critical conditions, leaders are expected to provide the best solution, is right. The situation and condition of the Israelites, who were then in a state of disgrace (Nehemiah 1:3) are similar to the condition of the church today, which is in danger of losing its identity due to poor leadership (Agbo et al., 2021).

Several studies have examined Nehemiah's leadership and its implementation in contemporary leadership. Purwoko and colleagues measured the impact of Nehemiah's leadership in the churches of Central Java (Ming et al., 2021), (Leman, 2021) examines how Nehemiah's leadership influenced spirituality, integrity, and vision. NasokhiliGiawa examines the relevance of Nehemiah's leadership to the management of Christian Religious Universities in Indonesia (PTKLI) (Giawa, 2019). And Joko Sembodo and YusakSigit Prabowo examined the implementation of the book of Nehemiah on human resource management among the Pastors of the Assemblies of God (Nainggolan et al., 2022). It can be seen that the study of Nehemiah is related to leadership. Leadership is very important because it becomes the motor of the movement of the organization, in this case, the church. And the researcher in this case focuses on Nehemiah's leadership implemented by the pastor in managing and developing the congregation.

The congregation of the Pentecostal Church in Indonesia (GPdI), Villa Melati Mas Tangerang, Banten, has been established for twenty-seven years. In that period, the majority of the congregations that worshiped in it are congregations that have been faithful since the beginning of the church. The age of their congregation has been more or less above ten years; some have even been above twenty years. The generation that worships now has entered the third generation. It cannot be denied that during the church's journey, there were also congregations that moved churches. However, the number of congregants who no longer worship or change churches is not comparable to the number of new congregants who then faithfully worship at the church. The strength of their identity as God's people is thought to be a strong reason why they remain Christians and attend church. Furthermore, the leadership of the pastor of the congregation can also be suspected as a reinforcement of the congregation's resilience in the church.

Given the swift influence of disruption on church members that can have an impact on faith resilience, it is necessary to study what things can influence This research is important so that the continuity of the church in educating the congregation to become the perfect body of Christ is maintained and to find an effective leadership concept in pastoring. For this reason, this research was conducted at the GPdI Villa Melati Mas Tangerang, Banten, which has demonstrated the effectiveness and resilience of pastoral care for twenty-seven years.

2. LITERATURE REVIEW

Leadership

John C. Maxwell concluded about leadership based on his observations and experiences in developing his leadership potential. He defined leadership as the influence (Maxwell, 2020). His insight on influence is that everyone influences someone. So everyone can influence others. While Jimmy Oentoro defines leadership as a process of influencing someone. Leadership is working with people to accomplish their goals and the goals of the organization (Oberer and Erkollar, 2018). Thus, it can be said that the definition of leadership is the ability to influence people by using authority and charisma in communication to create a unified whole to achieve common goals.

Christian Leadership

Secular leadership and Christian leadership have the same elements, but Christian leadership exceeds its uniqueness by having a Theocentric nature. The definition of Christian leadership is one of those stated by J. Robert Clinton as quoted by Gunara, namely, a person who has been called by God as a leader is characterized (Tanasyah and Putrawan, 2022) for example, the capacity and special ability to lead in the form of charisma, ability, intelligence, knowledge, experience, etc., and responsibility as a leader, is a gift from God to lead a group of God's people.

A Christian leader possesses the following qualifications (Gunara, 2006):

1. A Christian leader has been redeemed by the Lord Jesus Christ and believes that he is called by God to the responsibility of leadership to lead a group of God's people.
2. A Christian leader should understand the theological and philosophical basis of Christian leadership, such as the foundation of Christian leadership, the motives of Christian leadership, as well as the leadership process, and leadership skills.
 - a. The basis of Christian leadership is how one is called a "servant" (Mark 1 10:42–45).
 - b. The motives of Christian leadership are:
 - 1) Fostering relationships with those they lead (Matthew 10:1-4; Mark 3:13–19; Luke 6:12–16).
 - 2) Prioritizing devotion (Luke 17:7–10)
3. Leadership process and leadership skills.
 - a. He must know the objectives (God, organization, work operation) of the institution or organization he leads.
 - b. He must know and understand the responsibilities and tasks entrusted to him in a comprehensive and detailed manner.
 - c. He must understand and recognize the function of work management (Luke 14:28–30), namely the intricacies and functions of management. Where work management includes planning, organizing, directing, coordinating, and controlling so that he can carry out leadership performance.

- d. He must try to know everyone he leads. In particular, he needs to know well the closest subordinates in the organizational hierarchy to facilitate the mobilization and development of relationships between leaders and subordinates.
- e. He must understand well how to manage relationships, conditions, and the fulfillment of the needs of his subordinates to facilitate the performance of the organization.

The leadership of Nehemiah

Nehemiah's leadership was good. In exercising his leadership, he relied on prayer, perseverance, and firmness (Osaji and Jacob, 2023). He was also a capable leader, a strong believer, compassionate, and a good organizer, as described below:

1. Prayerful Leadership
2. Leaders who Never Give Up
3. Decisive Leader
4. A skillful leader
5. Leaders who have strong faith
6. A good organizer
7. A compassionate leader

Industrial Revolution

The Industrial Revolution 4.0 has technological advances in communication. This technology connects billions of people through cyberspace so that business efficiency increases and the natural environment is better managed. This is an era also known as the disruptive era (Alaloul et al., 2020). The emergence of this era is characterized by artificial intelligence, the internet of things, quantum computers, 5G technology, 3D printer technology, autonomous cars, and virtual reality.

As time goes by, especially now that the world is in a new stage of life, the era of disruption, the discussion about leadership will also continue to evolve. For leadership to be ready for the Industrial Revolution 4.0 era, the following are the requirements needed for leadership in the Industrial Revolution 4.0 era:

1. Self-awareness
2. Agility
3. Collaboration
4. Development
5. Acumen.

3.METHOD

The research method used in writing this research is the descriptive qualitative research method, which involves providing a picture or description of a situation as clearly as possible. In this case, the author provides a description of Nehemiah's leadership, the situation or circumstances he faced at that time, and the leadership situation in GPdI Vila Melati Mas.

Qualitative research methods can be interpreted as research methods based on the philosophy of postpositivism that are used to examine natural object conditions where the key instrument is the researcher, the data collection technique is triangulation (combined), and the data analysis is qualitative with results that emphasize meaning over-generalization. In qualitative research, the information collected cannot be tested with statistics (Creswell, 2018).

The resource persons, informants, or participants in this research are the Pastors of the GPdI Vila Melati Mas Session and representatives of the congregation, namely Assistant Pastors, Assemblies, Male Activists, Female Activists, Young People, and Church workers. The sampling technique uses Probability Sampling, which provides equal opportunities for each member to be selected as a sample member.

Data collection in this study was carried out through several techniques, including observation, interviews, and documents. The researcher himself collects data using the instrument. As stated by Sugiyono. Sugiyono argued that in qualitative research, the instrument or research tool is the researcher himself, and the researcher as an instrument must be validated (Creswell, 2018). Researchers conduct self-validation through self-evaluation of their understanding of qualitative methods, mastery of the theory of the field under study, and readiness to enter the field.

The collected data were then analyzed using the Miles and Huberman Model, where data analysis was carried out during data collection. The researcher has analyzed the answers during the interview, and if they are not satisfactory, the researcher will continue the question again. Miles and Huberman, quoted by Sugiyono, suggest that activities in qualitative data analysis are carried out interactively and take place continuously until completion (Creswell, 2018).

3. RESULTS AND DISCUSSION

Overview of the Research Process

One of the data collection techniques in this research is semi-structured interviews, where the sources are the Pastor of the congregation, and representatives of the congregation who have been members of the GPdI Vila Melati Mas Church

for more than 10 years, namely Assistant Pastors, Assemblies, Male Activists, Female Activists, Young People, and Church workers.

Based on the results of the interviews, it is known that the leadership in GPdI Vila Melati Mas relies on prayer, is strong and unyielding, is firm, has a strong faith, is capable, is a good organizer, and is compassionate. The following are the results and discussion of the data that has been obtained.

Vision of GPdI Vila Melati Mas

The vision of GPdI Vila Melati Mas is towards church perfection, or becoming a perfected church. This vision becomes the energy for facing all challenges. The mission to achieve this vision is through the delivery of the truth of God's Word and the leadership and anointing of the Holy Spirit. This can be explained in Ephesians 4:13-15, namely:

“until we have all reached the unity of the faith and the true knowledge of the Son of God, full maturity, and stature appropriate to the fullness of Christ, so that we are no longer children, tossed to and fro by every wind of doctrine and by the deceitful play of men in their deceitful cunning, but firmly holding to the truth in love, growing up in every way into Him who is the head, Christ.”

To achieve this vision, it is done through sermons with different themes every month. Sermons are categorized into containers, whether women's, men's, or youth containers, and must also be tailored to the theme that refers to the big vision of the church. The pastor also always conveys the need for the role of the Holy Spirit in the implementation of the Word of God and the life of the congregation so that the congregation can understand the Word of God, become a guide in their lives, and have strength in facing the challenges in life. Seeking God and the truth of His Word will lead the congregation to a blessed congregation both spiritually and physically (Matthew 6:33).

Management Functions in the Leadership of the Pastor of GPdI Vila Melati Mas Congregation

Planning

This stage begins with prayer and assessing abilities that are appropriate to their field of ministry. After the vision is determined, the mission is determined to achieve the goals and vision of the church. Then a program is made regarding prayer and worship services or services to obtain the fullness of the Holy Spirit, in addition to special prayers made after the ascension of the Lord Jesus.

Organizing

The pastor of the congregation determines 12 assistant pastors, congregational ministries, and other ministers of God. In choosing these, observations are made through spirituality, loyalty, activeness, and also in major activities. This is done by the pastor in organizing the congregation.

Directing or Directing

This briefing will be held twice a month. The pastor will directly evaluate the sermon on the theme that has been used and plan a new theme. Meanwhile, for the assembly and chairman of the forum, direct briefing is carried out once every six months by the pastor. Where work results reports, evaluations and long and short term work plans are carried out. The briefing is carried out in stages.

Coordinating

The coordination is also the same as what is stated above, namely the pastor to 12 assistant pastors and the pastor to the 2 deputy chairmen of the assembly for church service and church growth, which will then be forwarded to other assemblies and containers.

Controlling

Control is carried out by the pastor by observing the work of the 12 assistant pastors, the church council, and other ministers of God. To ensure implementation is done well, regular meetings are held to monitor the results that have been achieved, whether they are in line with the church's vision or if there are deviations.

The Church Pastor as a Christian Leader

A Christian leader is someone who is called to fulfill leadership responsibilities to lead a group of God's people. As a leader, the pastor of GPdI Vila Melati Mas has the ability and charisma. Pastors can invite assistant pastors, assemblies, and congregations to participate in realizing the church's vision. Congregations that want to work together with the pastor to realize it. The pastor also has leadership skills, as evidenced by the fact that he can carry out management functions in his church.

The local pastor never wants to leave the ministry and is willing to sacrifice his interests for the sake of the congregation. This is his leadership responsibility as a Christian leader who is called to lead. In addition, the pastor also enjoys learning

about God's Word because the more he learns, the more God reveals the secrets of His Word through the anointing of the Holy Spirit. His knowledge is also developed by reading books and keeping up with the latest news. The pastor has a Christian leadership motive in fostering a good relationship with the congregation. The pastor knows each congregation in terms of the relationship between the congregation's life and his performance in church ministry. He takes a personal approach to the congregation. In addition, the pastor also clearly understands the vision and mission of the church, so that the congregation understands the teaching objectives of the church. By understanding the vision, he can thoroughly understand the tasks that have been entrusted to him.

Nehemiah's Leadership and Leadership in GPdI Vila Melati Mas

The following are the results of research under Nehemiah's leadership, which is also carried out under the leadership of the Pastor of the GPdI Vila Melati Mas Session:

A Leader Who Relies on Prayer

Nehemiah was informed by Hanani about the broken wall of Jerusalem. Nehemiah empathized with the situation, but given his current position, it was not easy to do anything to follow through on his desire to build the walls of Jerusalem. Similarly, with the difficult journey he had to take to get to Jerusalem and the information that the King knew that the construction of Jerusalem's wall had been stopped (Ezra 4:1–24) Nehemiah learned to be a man of prayer (Nehemiah 1:2–4, 1:5–11, 2:4, 2:8, 4:4).

Most of the GPdI Vila Melati Mas congregation is made up of young people, both married and not, who usually face several household problems and problems related to their mental health. This is what makes the pastor of the congregation routinely hold periodic or continuous prayers.

A Strong Leader and Never Give Up

Nehemiah experienced three oppositions from both outside and inside. The three external resistances were mockery, violence, and deceit. While from within in the form of ruins, fear, and greed. However, the resistance was processed by Nehemiah one by one, and the construction continued.

This is as experienced by GPdI Vila Melati Mas, which received challenges from both outside and inside. Challenges from outside GPdI Vila Melati Mas come from the environment, which initially rejected the existence of the church and the absence of a parking lot. While the challenges from within are the operational needs of the church, the need for church expansion, and the need for church construction, besides that, there are differences of understanding between the assembly and the assembly, the assembly and the congregation, and the congregation and the congregation. So the solution given by the Pastor of the congregation is to mingle with the community, participate in community activities, and provide parking lots for the congregation.

A Decisive Leader

Nehemiah was not only an unyielding leader, but he was also a decisive leader (Nehemiah 6:2-4, 6-8, 13:4–29). Nehemiah's decisiveness was his refusal to meet Sanballat and Geshem (Nehemiah 6:2, 3, and 4), taking action against Elyasib, the priest who did evil for Tobiah (Nehemiah 13:4–9), and also taking action against the wrongs committed by the Jews, such as the temple being defiled, tithing for the Levites not being done, the Sabbath being ignored, and mixed marriages.

The church pastor is firm when he sees that the congregation wants to compromise the Word of God because of temptations or problems they face. He still maintains the truth of God's Word. GPdI in Vila Melati Mas has firm leadership in maintaining the truth of God's Word. This is not only done through sermon delivery but also advice, solutions to problems, and reprimands for deviations.

A Leader with Strong Faith

Nehemiah's two reactions in the face of adversity were to pray to God and keep watch day and night (Nehemiah 4:9) and to remove the fear that attacked the Jews by reminding them to look to the Lord, who is great and mighty (Nehemiah 4:14a).

The Church Pastor's faith in being able to buy houses one by one adjacent to the church to expand the church building, at great expense, was the result of a firm faith in addressing the situation of the growing congregation.

A Skillful Leader

Nehemiah's skill in organizing the first places to be built and the distribution of work to several groups of workers, starting from the work of part of the wall fence to the installation of doors, is the result of learning from situations that Nehemiah has learned in planning. Learning about the situation of the congregation, which has a variety of abilities, makes the pastor of the congregation choose the assembly, assistant pastor, and church management to help carry out tasks and spiritual activities.

A Good Organizer

Nehemiah faced a challenging situation when building the Wall of Jerusalem. He organized the people of Judah into groups. The men were responsible for repairing the city walls in front of their homes (Nehemiah 3) and guarding the construction against any external opposition (Nehemiah 4:9, 13- 23).

The pastor of GPdI Vila Melati Mas also appoints assistant pastors, assemblies, and ministers who are involved in the management to carry out church operations and spiritual activities so that they can run better and can also serve the entire congregation well.

The Challenge of Pastoring the Church in the Present (Disruptive Era) and the Era of the Industrial Revolution 4.0.

In the era of the Industrial Revolution 4.0, technology has become an inseparable part of human life. Everything is done with technology, so human life is complacent with the conveniences that exist (Huang et al., 2022). Technology such as cell phones is becoming a versatile tool that can be used anytime and anywhere (Alghazi et al., 2020). This, of course, makes human life easier. Where this technology also produces robots that can help humans work.

Thus, new challenges arise as a result of the easier lives of humans, including:

1. Humans trust technology, ratios, and intellect more than God.
2. People's time will be spent working and seeking entertainment instead of church and family.
3. High chance of bullying due to more intense interaction with social media.
4. Loss of trust in fellow humans
5. A decrease in human fighting power, easily get emotional, are disappointed, and cannot control themselves.
6. A decrease in the number of jobs as they are replaced by technology.
7. increase in crime.

Nehemiah's Leadership in Pastoring the Church in the Era of Disruption.

A Leader who has self-awareness

Nehemiah's self-awareness as a leader in thought, emotion, and action was seen in his prayer life, the steps he took, and his involvement in getting the job done. He relied heavily on prayer for all the actions he had to take and the problems he faced (Nehemiah 1:1–4, 1:5–11, 24, 28, 4:4). Nehemiah realized his existence as a leader who was also a servant of God. Therefore, he chose God as his leader. Nehemiah realized that he had to convey his vision and plan (Nehemiah 2:17) for the wall to the Israelites (Nehemiah 2:18, 3).

Nehemiah knew what emotions were like when being mocked (Nehemiah 4:1–6) or experiencing violence (Nehemiah 4:7–23). Nehemiah was able to control his emotions and was unaffected so that he could focus on thought and action. With self-awareness in his thoughts and emotions, Nehemiah had the self-awareness to act and work. This can be seen in Nehemiah 4:21–23, where the words we and I are used.

Thus, pastors in the era of the Industrial Revolution 4.0 need to have self-awareness as spiritual leaders in thought, emotion, and action. Pastors must have the awareness that, besides being leaders, pastors also need direction from God in conveying the Word of God. This can be implemented when the pastor faces congregants who are easily emotional. When dealing with such a congregation, the pastor must not be affected and still realize his existence as a leader. This can rely on prayer and the strength and determination of the pastor's heart.

An Agile Leader

From the planning stage, Nehemiah had already thought about the time needed for the completion of the wall, then the necessities on the way to Jerusalem, and the goods needed for the construction (Nehemiah 2:6–8). Nehemiah's dexterity was also seen in how he divided the work into different groups of workers and organized the places to be built first (Neh. 3). In Nehemiah 4:13, the workers were placed close to their families with spears and arrows so that their energy would not be depleted and they could defend themselves. This was a form of Nehemiah's agility in dealing with the acceleration by reading the circumstances that occurred and would occur, but the completion of the wall continued.

This agility is needed by pastors when the congregation faces difficulties because they must be dexterous in solving problems but also consider the impact of the solution. This agility is needed to answer the challenges of the Industrial Revolution 4.0 in terms of excessive use of technology, communication with congregations in between their busy schedules, finding solutions for congregations who have lost their jobs, and finding strategies to make congregations more sensitive to an increasingly evil world.

A Collaborative leader

Similar to Nehemiah's dexterity, Nehemiah's collaboration with his team is seen in Nehemiah 3 and Nehemiah 4:13, 21, and 24, where Nehemiah worked together to complete the wall of Jerusalem with the men who had been assigned and together kept watch for challenges. In addition to these things, Nehemiah also collaborated with the leaders and rulers to convey all the information (Neh 4:14). Nehemiah also collaborated by delegating tasks to Hanani and Hananiah, even when the work was done (Neh 7:2).

Pastors need to collaborate with God's servants. Servants of God who serve according to their God-given talents In the Era of Industrial Revolution 4.0, people want to be guided personally and according to their age needs because the challenges they face are very heavy. With management in containers and visits, we can guide the congregation and communicate with them effectively. The more servants of God, the better the service will run.

A Leader who pays attention to the development

The author has not found evidence that Nehemiah was a leader who paid attention to development. However, given that Nehemiah worked in the reign of King Artaxerxes I as a cupbearer, it can be assumed that Nehemiah had the knowledge to pay attention to team development. However, because conditions did not allow it, Nehemiah did not plan for team development.

For the churches to continue to grow in the quality of their faith, the form of pastoring that is carried out is the continuous development of the churches. Currently, coaching is done in several ways, namely the Word Deepening Class or Discipleship Class, Cell Groups, and Life Skills Training.

By utilizing technology, church development in the era of the Industrial Revolution 4.0 will be easier (Oke and Fernandes, 2020). Class materials, cell group discussion materials, and training materials can be shared through social media before the meeting time. Pastors need to cultivate meetings to develop the quality of faith so that the congregation can continue to unite as the Lord Jesus prayed in John 17:21-22. But in its implementation, the pastor still needs to control the congregation, lest the congregation remains busy, only in different fields of activity. The congregation becomes unbalanced between family and things outside the family.

A sharp leader

In Nehemiah 2:7-8, it is recorded that Nehemiah asked the king for the necessary letters to the governors of the areas he would be traveling through so that they would allow him to pass through. Nehemiah knew what the regents would do to hinder his journey. That was the discernment that Nehemiah showed, he had already thought about the things that would happen in the future and he had already thought of things to do to overcome them.

Pastors of the church need discernment in carrying out their pastoral care. To be sharp, they need to sharpen themselves. The top priority in this regard is to make time for personal communion with God through the reading of God's word and prayers. God is omniscient, He knows about the future.

In facing the challenges of the Industrial Revolution 4.0, there is no other way but to continue to develop ourselves by digging up as much information as possible by utilizing existing technology. Pastors also need the discernment to see the needs of the congregation and strengthen them in facing the rapid changes that occur in all aspects of life.

4. CONCLUSION

Based on the results of this study, the researcher found that the forms and challenges of Pastoral Care according to the era of the Industrial Revolution 4.0 can be identified, namely that humans trust technology more than God, everything is fast-paced so that busyness increases, life pressures that make depression increase, humans have difficulty trusting each other, are emotional and cannot control themselves, many people lose their jobs, and crime increases.

The era of the Industrial Revolution 4.0 has had a great influence on the pastoral ministry of the Church. Both positive and negative influences. The positive influence is that there are more means of delivering the Word of God, while the negative influence is that the congregation does not have much time for God or family. In addition, the fighting power is also reduced because of all the convenience and intimidation through social media, which turns out to have a negative influence as well.

Nehemiah's leadership can be used as an example of Christian leadership, where his leadership applied secular leadership styles and managerial functions but was still based on the Word of God. Both the pastor of the church and Nehemiah led diverse people.

Pastors of churches from ancient times until now face challenges according to their times. To face challenges in the era of the Industrial Revolution 4.0, it can be done with several strategies, namely having self-awareness, being agile and nimble in understanding and solving solutions, collaborating, paying attention to development, and being sharp in analyzing what will happen in the future or now.

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