

INDONESIA

Survey of Leadership Challenges and Opportunities in the Face of Global Transformation

2025



Sejiva.id

Sejiva.id is a **socio-eco enterprise** that provides **transformative, meaningful travel experiences** that have a **positive impact** on the destinations we visit, focusing on three main pillars:

People

Supports local communities by encouraging travelers to engage with and support local businesses, artisans, and services

Nature

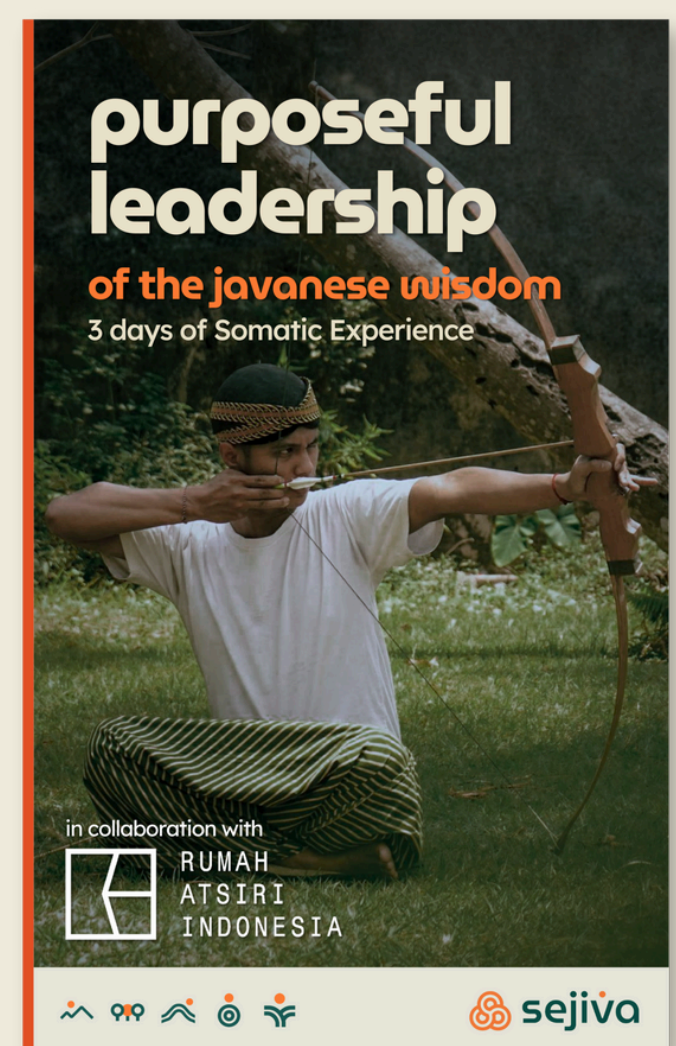
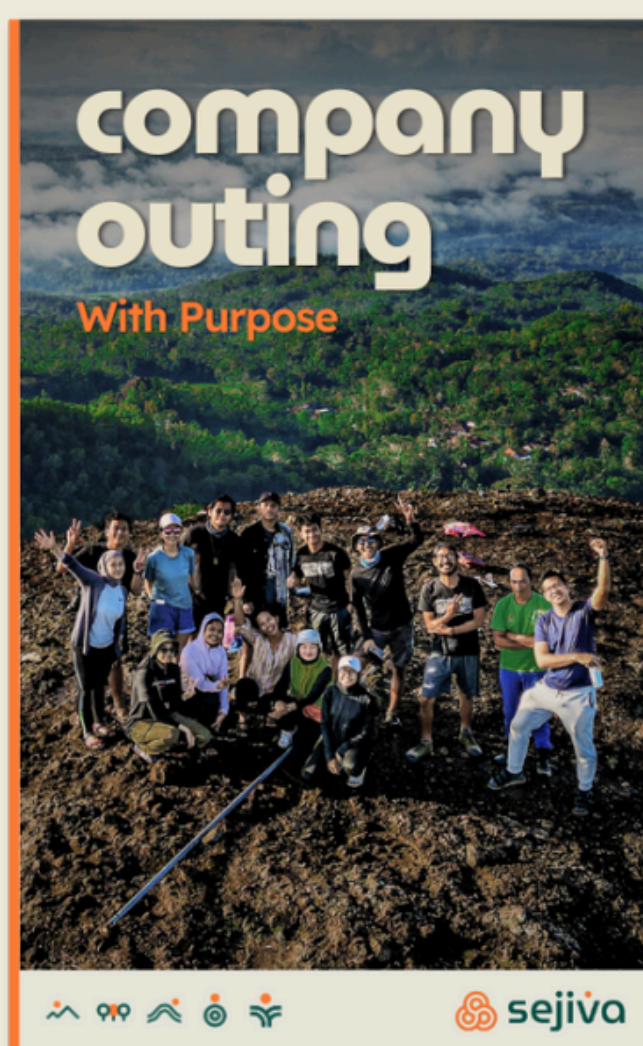
Conserves natural resources by supporting eco-conscious business partners, communities and accommodations with proven measures.

Culture

Promotes cultural preservation by encouraging travelers to respect and engage with local traditions, customs, and heritage.

Together, we can transform the way we explore, appreciate, and protect our planet.

#travelpositive



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02 Background

Executive Summary

This report identifies the main challenges faced by leaders in Indonesia, based on questionnaire data involving middle to upper management in Jakarta. The biggest challenges found include increasing team productivity, maintaining employee motivation and engagement, and managing team diversity. In addition, effective communication and recognition of employee contributions are also considered key factors in improving team performance and satisfaction.

One interesting finding is the importance of adapting to change and team collaboration in the face of changing market dynamics.

Leaders also face challenges in managing stress and emotions, which are crucial aspects of effective leadership.

Support from senior management is also considered the most important resource for improving team performance and achieving company goals.

Overall, this report emphasizes the importance of a holistic and adaptive approach to leadership. Leaders in Indonesia need to focus more on skills development, technology utilization, and creating an inclusive and supportive company culture.

About This Survey

In the midst of global dynamics such as climate change, geopolitical competition, the shift towards a multipolar economy, and technological disruption, adaptive leadership becomes a critical foundation for organizational sustainability. Millennials and Gen Z, who dominate the current workforce, bring new values: sustainability, inclusivity, and flexibility. They demand leaders who are responsive to global issues, such as the energy transition and social inequality, while also being able to navigate the complexities of trade wars and political tensions.

This report is important because Indonesia, as a developing

economic power with the world's fourth largest young population, is at the crossroads between growth opportunities and global pressures. Challenges such as massive urbanization, climate vulnerability, and digital transformation require leadership that is not only visionary but also collaborative. This survey aims to map the capacity of leaders to respond to these structural changes, while ensuring Indonesia's readiness to compete on an increasingly uncertain global stage.

By understanding this context, this report becomes a roadmap for organizations to build leadership that is relevant, inclusive, and sustainable.

Survey Methodology

This research methodology uses a quantitative approach through a questionnaire aimed at middle to upper management in Jakarta, Indonesia. The questionnaire was designed to collect data on leadership challenges, such as team management, employee motivation, and team performance. Respondents came from various industrial sectors, including manufacturing, services, technology, and finance, with a total of 150 participants. Jakarta was chosen as the research location because it is the business and economic center of Indonesia.

The questionnaire was distributed online using a digital platform, with questions based on a Likert scale and multiple choice to facilitate responses. Data were analyzed descriptively statistically to calculate percentages and frequencies.

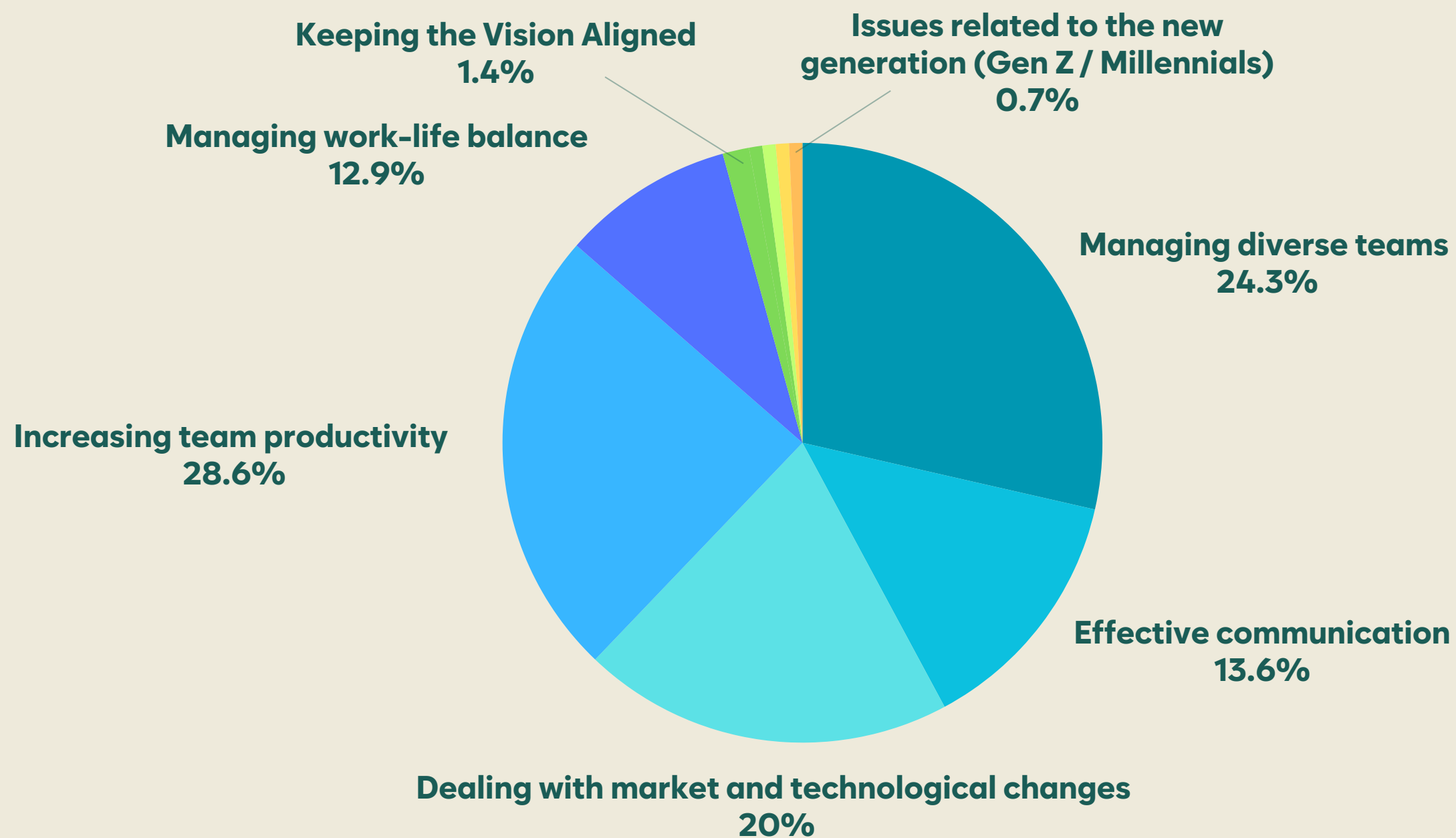
The purpose of this research is to provide an in-depth understanding of leadership challenges and recommendations for overcoming them, so that it can become a reference for developing effective and adaptive leadership strategies.

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Part 1

**Challenges Faced as a
Leader**

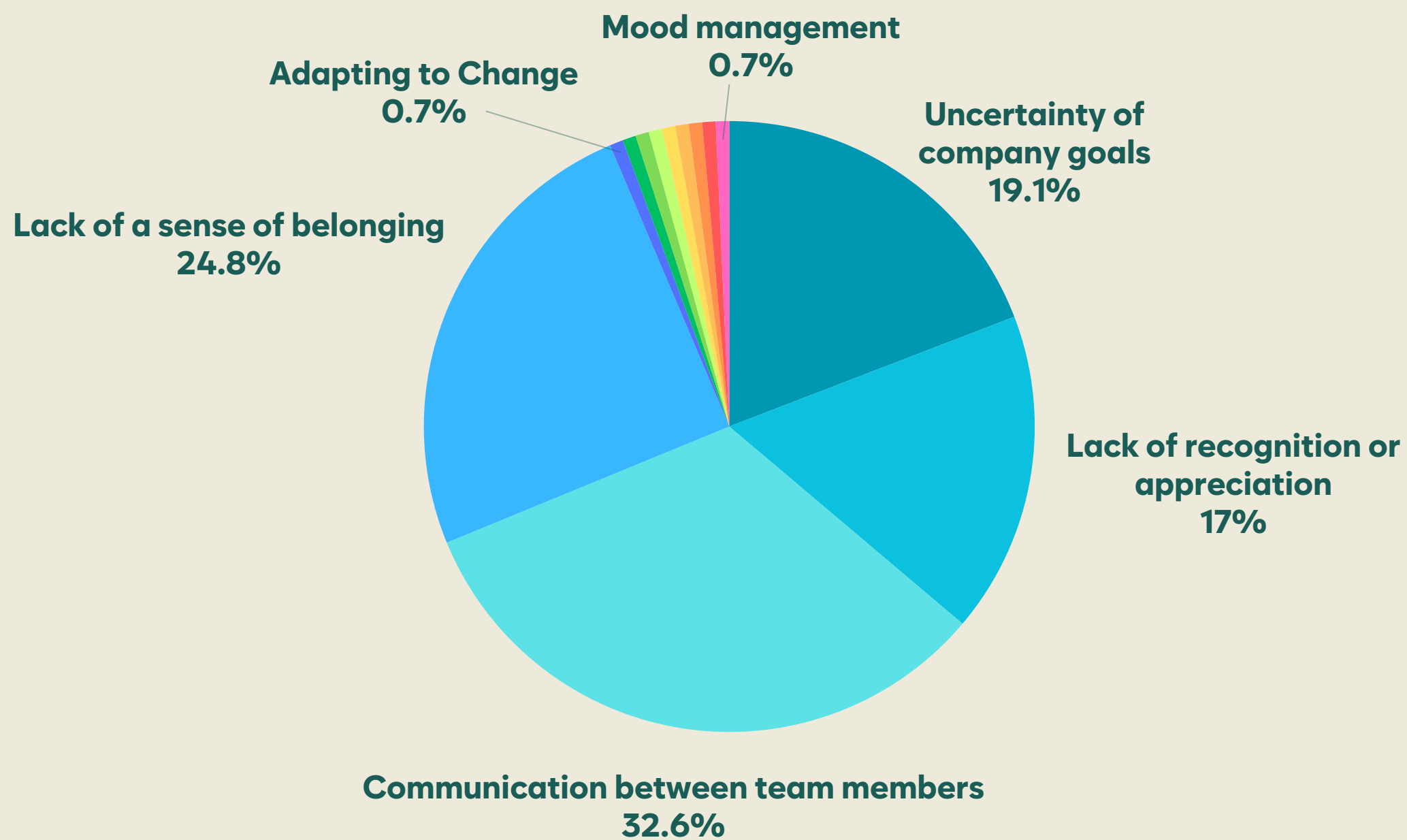
What is the biggest challenge you face in your leadership role?



Based on questionnaire data, the biggest challenges faced by leaders in Indonesia are **increasing team productivity (28.6%)**, **managing diverse teams (24.3%)**, **dealing with market and technological changes (20%)**, and **effective communication (13.6%)**. Other challenges such as maintaining work-life balance and shared vision received lower percentages. Interestingly, **issues**

related to the new generation (Gen Z / Millennials) received very little attention (**0.7%**), even though this group dominates the workforce. Although the challenges of productivity and team diversity are in line with global trends, the gaps in technology adaptation and the challenge of managing the younger generation indicate the need for increased attention to these aspects.

What is the most challenging aspect of maintaining your team's motivation and engagement?



The main challenges in maintaining team motivation and engagement in Indonesia are **communication between team members (32.6%)**, **lack of a sense of belonging (24.8%)**, **uncertainty of company goals (19.1%)**, and **lack of recognition or appreciation (17%)**. Other factors such as harmonizing organizational–personal interests, adapting to change, or **mood management** received very little

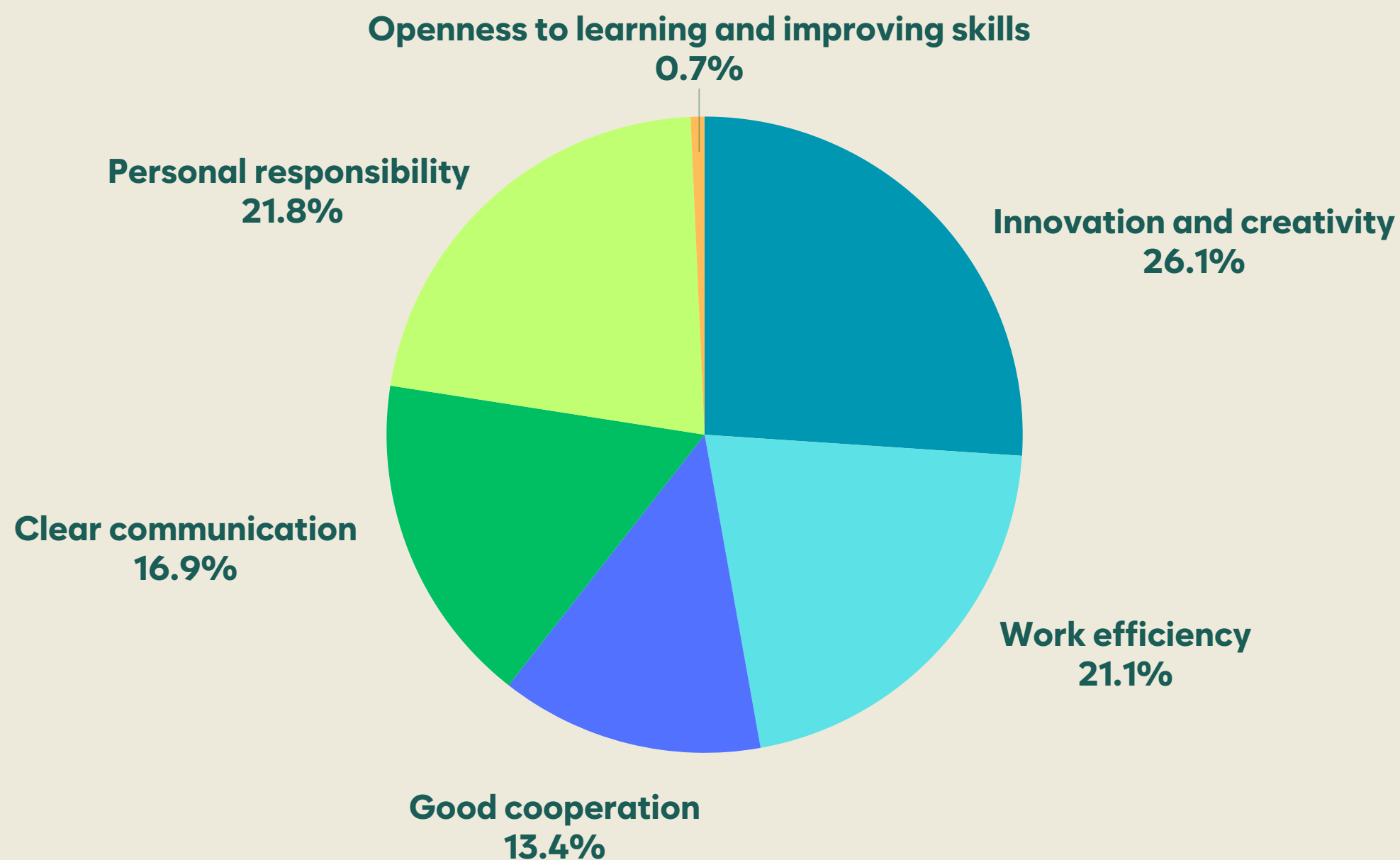
attention (**0.7%**), indicating a lack of awareness of these issues. These findings highlight that communication problems and a lack of clarity of purpose are the main obstacles to team motivation and engagement. Although communication challenges are dominant, the low attention to recognition and youth issues indicates the need for a more holistic approach.

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Part 2

Expectations for the
Team

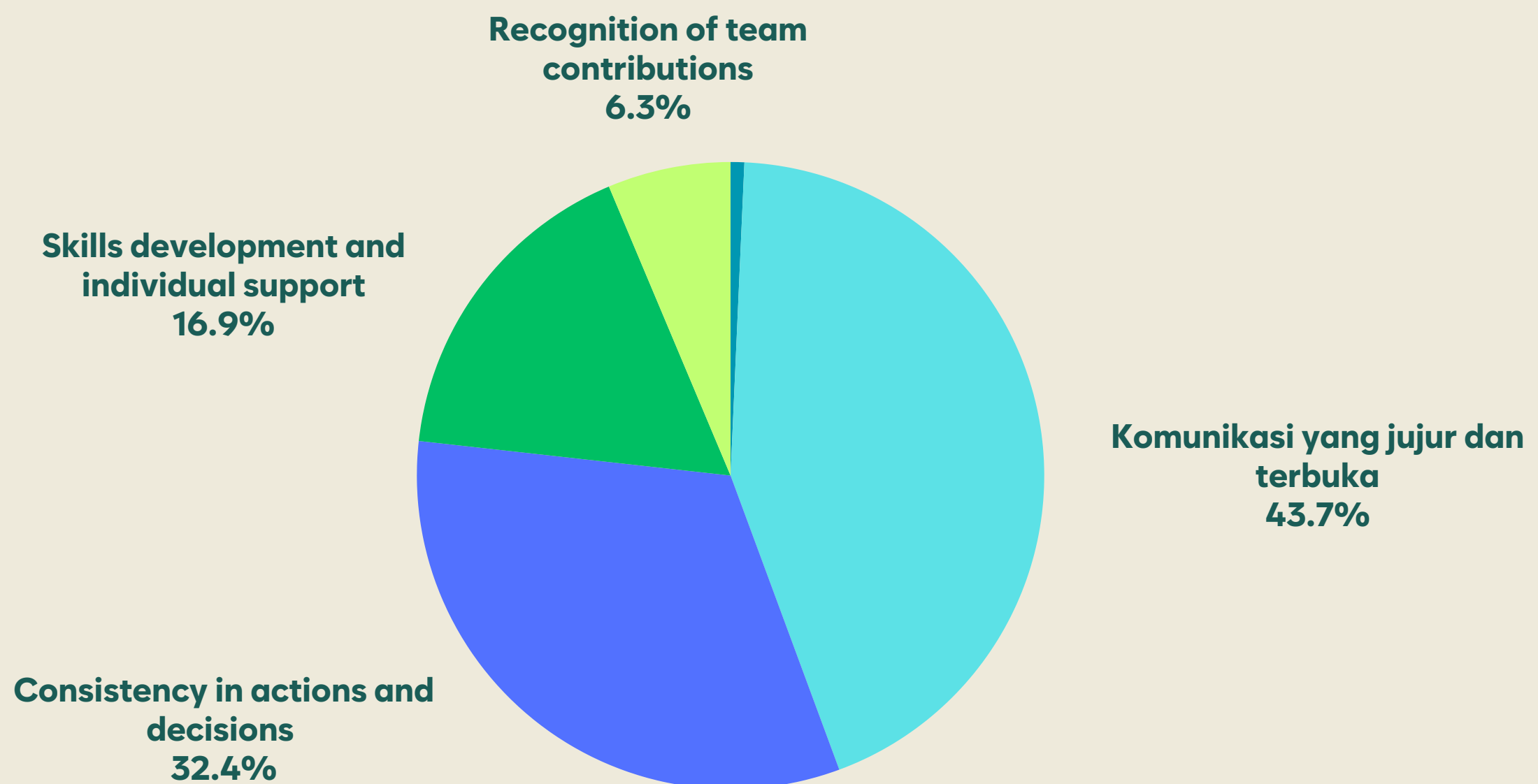
What do you expect from your team in achieving company goals?



The main expectations of leaders towards teams in achieving company goals are **innovation and creativity (26.1%)**, **personal responsibility (21.8%)**, and **work efficiency (21.1%)**. **Clear communication (16.9%)** and **good cooperation (13.4%)** are also important, but what is most striking is the lack of attention to **openness to learning and improving skills (0.7%)**, even though this is crucial in facing market changes. These findings indicate that leaders are

more focused on short-term results (**innovation and efficiency**) than long-term investment in human resource development. Although innovation and efficiency are considered important, the lack of emphasis on continuous learning can hinder the team's adaptation to technological and market changes. This is evident from the low percentage of leaders' expectations for skills improvement.

What do you believe are the keys to building trust within a team?



Based on questionnaire data, honest and open communication (43.7%) and **consistency in actions and decisions (32.4%)** are considered the main keys to building trust within a team. Meanwhile, **skills development and individual support (16.9%)** and **recognition of team contributions (6.3%)** are less prioritized. These

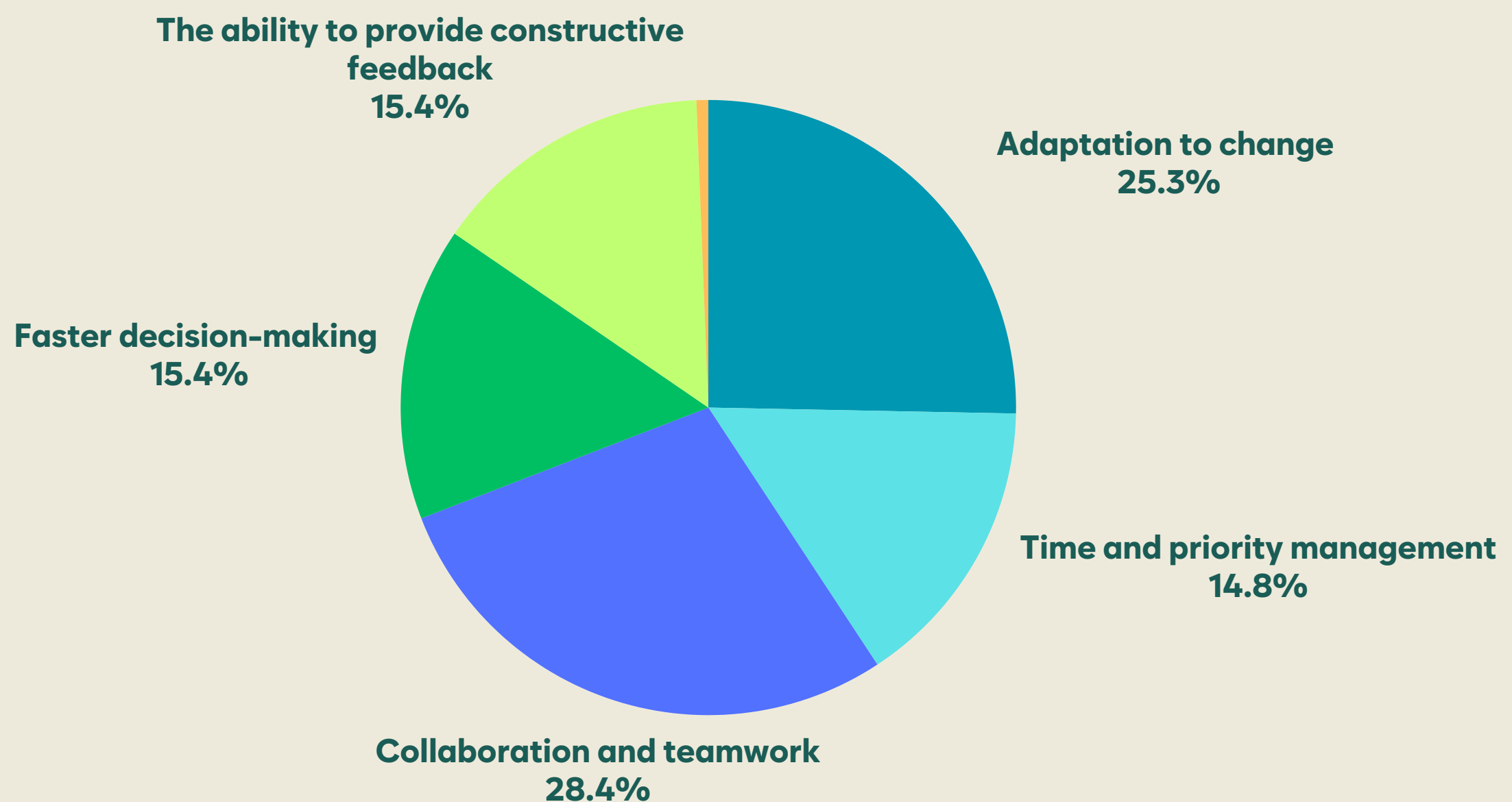
(6.3%) are less prioritized. These findings indicate that leader transparency and consistency are more valued than incentives or competency development. This gap indicates that leaders in Indonesia may not have fully integrated the practice of recognizing team contributions into their management strategies.

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Part 3

**Improvements to be
Made**

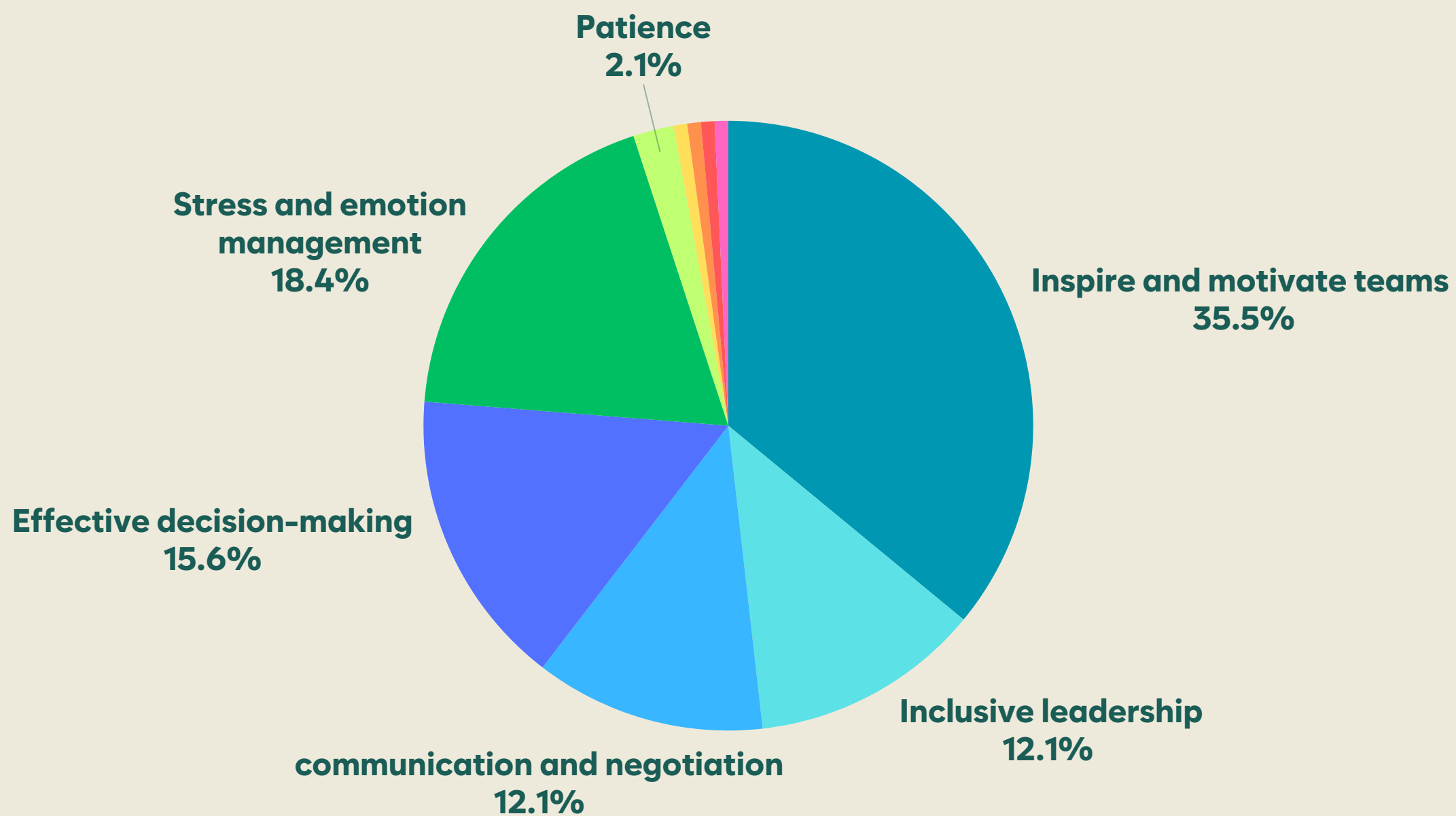
What are the key areas you want to improve within your team to better achieve company goals?



According to the survey, the main areas that need to be improved within teams are **collaboration and teamwork (28.4%)**, **adaptation to change (25.3%)**, **faster decision-making (15.4%)**, and **the ability to provide constructive feedback (15.4%)**. Meanwhile, **time and priority management (14.8%)** is the lowest priority. These findings indicate that leaders are more

focused on team synergy and adaptation to external dynamics, while aspects such as time efficiency and constructive feedback are not yet major factors. Although collaboration and adaptation are considered important, the lack of emphasis on constructive feedback and time management can hinder operational efficiency.

What do you feel needs improvement in your own leadership skills?



The leadership skills that most need to be improved by leaders in Indonesia are the ability to **inspire and motivate teams (35.5%)**, **stress and emotion management (18.4%)**, **effective decision-making (15.6%)**, and **communication and negotiation (12.1%)**. Meanwhile, aspects such as **inclusive leadership**, **patience**, and **time management** receive less attention. What is striking is the low focus on casual personal

communication and discipline, even though both are important for building strong interpersonal relationships. Although emotional management and team motivation are considered important, the lack of attention to inclusivity and time management can hinder long-term performance. This is evident from the low percentage of leaders who prioritize inclusivity and time management.

What resources or support do you feel you need to improve your team's performance?

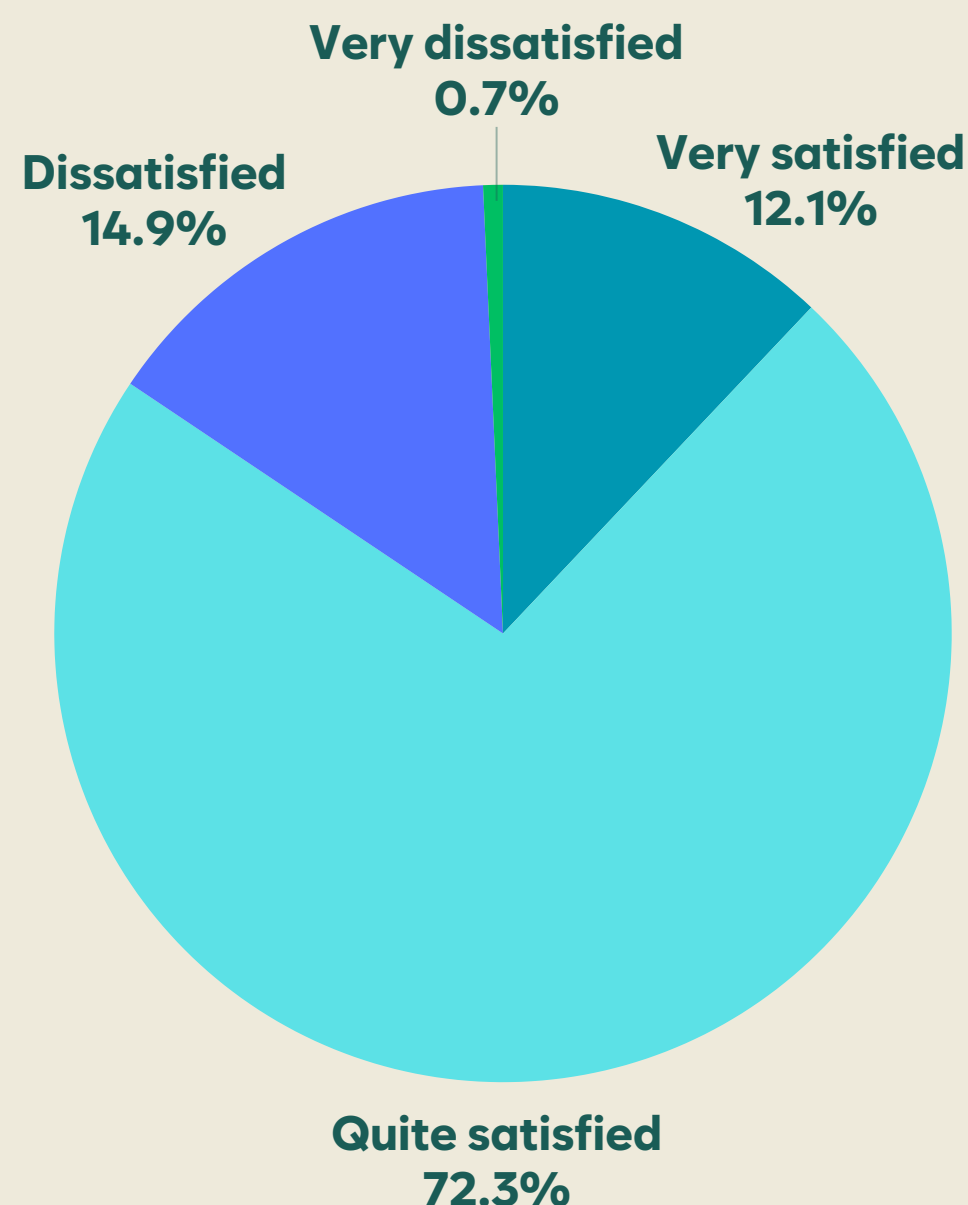


Based on questionnaire data, the resources or support considered most important for improving team performance are **training and skills development (54.9%)**, followed by **time for planning and reflection (15.5%)**, and **support from senior management (11.3%)**. On the other hand, **better tools and technology**, comfortable work facilities, and **freedom to innovate** received low percentages. What is striking is that rewards and motivation are hardly

considered important, even though both are often associated with employee retention. These findings indicate that Indonesian employees highly value self-development through training. Although training is a top priority, the lack of emphasis on innovation and rewards can hinder long-term competitiveness. This is evident from the low percentage of respondents who consider **freedom to innovate important (1.4%)**.

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Part 4
Closing

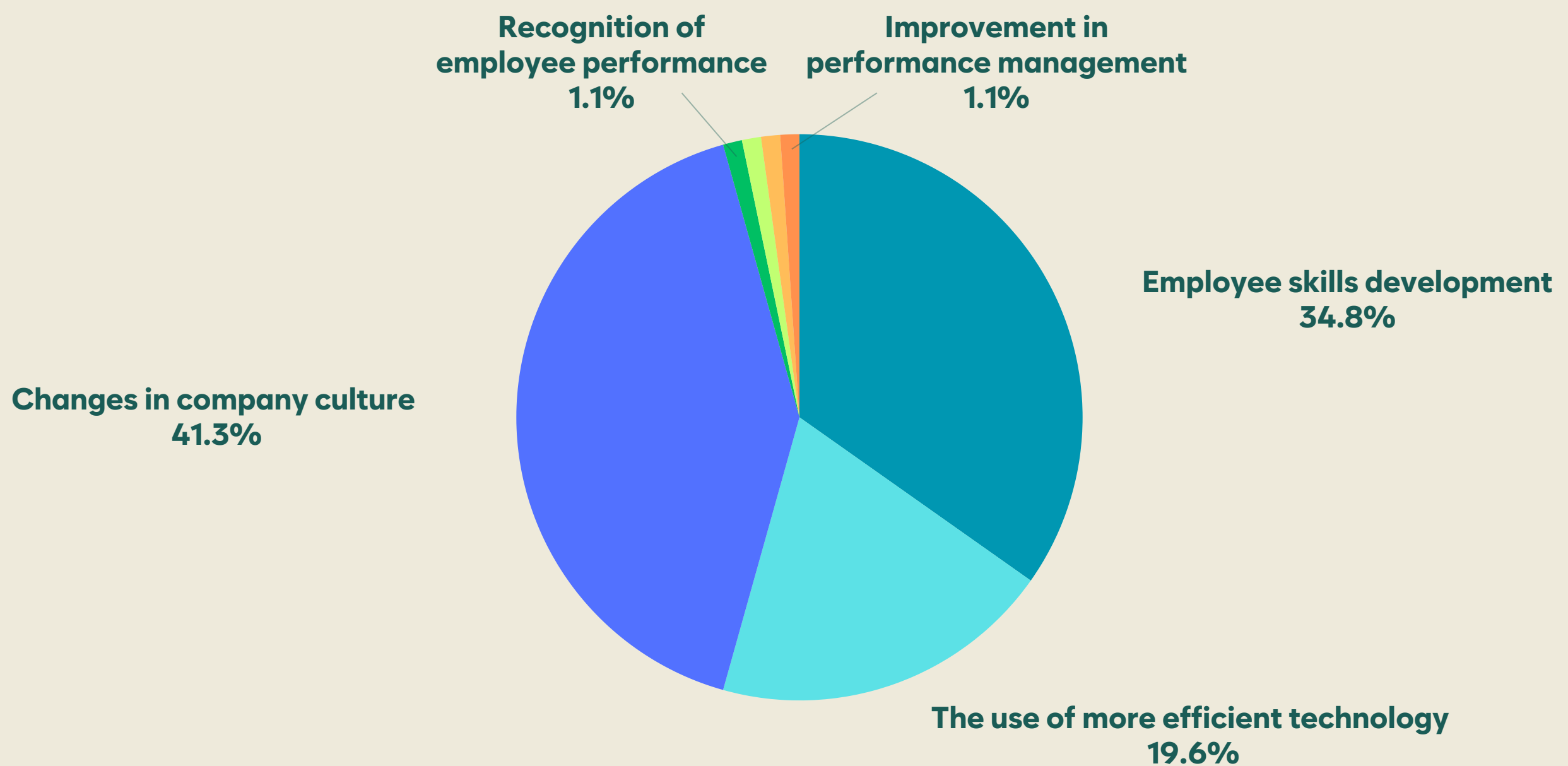
How satisfied are you with the current company culture in supporting your role as a leader?



Based on questionnaire data, the majority of leaders (**72.3%**) are **quite satisfied** with the company culture in supporting their leadership role, with **12.1%** feeling **very satisfied**. However, there are also some leaders (**14.9%**) who are **dissatisfied**, and even a small portion (**0.7%**) who are **very dissatisfied**. These findings indicate that although the company culture is generally considered supportive, there are still areas that need to be improved to meet the expectations of some leaders. The low level of extreme dissatisfaction suggests that cultural issues may not be an immediate priority, but still require

attention. Comparisons with global studies show that the level of leader satisfaction in Indonesia is higher than the global average. However, other studies highlight that some leaders in Southeast Asia feel that the company culture is not aligned with modern leadership needs, and this percentage is higher than the findings in Indonesia. The implications are that organizations need to increase cultural flexibility, transparency, and structural support for leaders, as well as learn from global practices to create an environment that is more responsive to leadership needs.

What changes or improvements do you believe are most urgent to make within the company?



Based on questionnaire data, the changes or improvements considered most urgent by respondents are **changes in company culture (41.3%)**, **employee skills development (34.8%)**, and **the use of more efficient technology (19.6%)**. Meanwhile, aspects such as rewarding employee performance, improving performance management, and managing expectations receive almost no attention. These findings indicate that leaders are more focused on internal transformation such as

culture and employee competence rather than incentives or performance management systems.

Although cultural transformation and skills development are considered critical, the lack of attention to rewards and performance management can hinder employee retention and motivation. This is evident from the low percentage of respondents who consider performance rewards important, far below the findings from other studies.

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Recommendation

Company Culture Transformation

An adaptive and inclusive company culture is key to facing the dynamics of the global market. Leaders need to create an environment that fosters **transparency, collaboration, and innovation**. The main challenge lies in traditional hierarchies that often hinder employee participation in decision-making. Solutions that can be adopted include feedback loop programs to listen to employee aspirations and team involvement in the strategic planning process. Companies also need to strengthen core values such as sustainability and flexibility to attract the younger generation.

Effective Communication

Open and transparent communication is the foundation for building trust within a team. Challenges often arise due to generational differences or a lack of modern communication tools. Leaders need to adopt digital platforms to facilitate cross-team interaction and conduct cross-cultural communication training. It is also important to ensure that strategic information is conveyed clearly and consistently.

Developing Employee Skills

Investing in **continuous training** is important to improve technical competencies and soft skills such as creativity. The main challenge is the

lack of focus on **holistic development** that includes problem-solving and critical thinking skills. Companies can establish internal learning hubs or collaborate with educational institutions to provide relevant training programs. Integrating methods such as design thinking can also encourage a culture of innovation.

Adaptability to Change

Adapting to market and technological changes is key to competitiveness. The main challenges are resistance to change and a lack of supporting infrastructure. Companies need to form special teams that focus on analyzing market trends and implementing new technologies. Regular training on digital literacy can also help employees stay relevant.

Cross-Team Collaboration

Solid collaboration between departments accelerates the achievement of company goals. Challenges include sectoral ego and a lack of coordination. Leaders need to organize cross-functional projects and build team-based reward systems. Project management tools like Asana or Trello can also improve synergy. Challenges include sectoral ego and a lack of coordination. Leaders need to organize cross-functional projects and build team-based reward systems. Project management tools like Asana or Trello can also improve synergy.

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Stress Management and Emotional Intelligence

The ability to manage stress and emotions is important to maintain team productivity and motivation. Challenges arise from high target pressure and a lack of attention to work-life balance. Wellness programs such as **meditation**, **flexible working hours**, and **counseling** can be solutions. Leaders also need to be role models in maintaining mental health.

Technology Utilization

The integration of modern technology is needed to improve operational efficiency. Challenges include budget constraints and a lack of employee technical skills. Investing in digital collaboration tools and **technology-based training** can be the first step. It is also important to form an IT team that is responsive to operational needs.

Effective Reward System

Recognizing employee

contributions increases motivation and loyalty. The main challenge is a reward system that is too focused on financial incentives. Companies can **develop non-monetary recognition programs**, such as public awards, career development opportunities, or paid vacations. Personalizing rewards according to individual preferences is also important.

Inclusive Leadership

Inclusive leadership promotes active participation from all team members, regardless of background or position. The main challenges are structural biases and a lack of awareness of diversity. Companies can implement policies that support equality, such as mentorship programs for minority groups and the development of KPIs that consider individual needs.

Work-Life Balance

Maintaining a balance between work and personal life is key to long-term productivity. Challenges arise from a work culture that is too focused on overtime. Policies such as flexible working hours, regular leave, and communication restrictions outside of working hours can help. Leaders need to promote a culture that values rest time.

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Conclusion

Navigating Global Transformation through Adaptive Leadership

Leadership in Indonesia today is in the midst of a global transformation marked by technological acceleration, geopolitical uncertainty, and sustainability demands. Challenges such as managing diverse teams, increasing collaboration, and building a culture of innovation not only reflect internal dynamics, but also a response to an increasingly complex changing world. Leaders are required to not only focus on productivity, but also on the ability to create an adaptive, inclusive, and human-value-oriented work environment. In a global context, where technology-based competition and diversity are determinants of competitiveness, visionary and empathetic leadership is key to maintaining relevance.

Indonesia, as a country with a large young population and a strategic position in the Southeast Asian region, has the opportunity to become a major player in the digital economy and the global green transition. However, this requires leadership that is able to

combine local strengths with international insights. For example, tech-savvy young people need space to experiment, while global market demands emphasize the importance of sustainability and business ethics. Leaders need to build an ecosystem that encourages creativity without ignoring social and environmental responsibility.

On the other hand, geopolitical turbulence and economic competition between major countries require flexible and strategic leadership. Indonesia must be able to utilize regional and global cooperation to strengthen digital infrastructure, develop quality human resources, and strengthen resilient supply chains. Challenges such as skills gaps, resistance to change, and rigid hierarchies need to be addressed with a collaborative approach between the government, the private sector, and society. The future of leadership in Indonesia depends on its ability to transform holistically—not only in technical aspects, but also in culture and

values. Leaders must become catalysts for change that combine local resilience with a global vision, and ensure that progress does not sacrifice human and environmental well-being. By making innovation, sustainability, and inclusivity as a foundation, Indonesia can not only survive in the midst of global disruption, but also become an example of relevant and dignified leadership in this new era.

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