



HOW YOUNG LEADERS USE TECHNOLOGY AND HOW IT AFFECTS  
THEIR MANAGEMENT STYLE.

Sayidqulova Mastura

**Abstract.** *Known for its innovation and disciplined workforce, Japan has developed unique approaches to developing the management skills of young leaders. Through a combination of traditional values and modern strategies, Japanese companies focus on developing leadership that ensures not only business success, but also harmony and long-term sustainability. This article explores the key elements of Japan's management skills development and their role in developing young leaders.*

**Key word:** *emotional intelligence, young leaders, management skills, development practice, navigate workplace, problem-solving skills, cross-cultural leadership, leadership development.*

**Introduction.** Japan's approach to developing young leaders is characterized by a unique combination of tradition and modernity. A focus on coaching, continuous improvement, cross-functional influence, and emotional intelligence lays the foundation for future leaders who can lead with discipline and empathy. Japanese companies foster teamwork, incremental growth and hands-on learning, ensuring that young leaders are well-equipped to navigate the complexities of leadership in an ever-changing global business landscape. Lessons from Japan's leadership development strategies provide valuable insights for organizations around the world, particularly on how to develop leaders who not only improve performance, but also maintain long-term organizational health. This framework provides a balanced view of Japan's leadership development practice, highlighting the traditional and contemporary approaches that make it unique.

The world which we live in is becoming more interconnected. As a Leading Organization must have to adapt to this evolving landscape to survive or perish. That phenomenon attributed to Globalization. Leadership in the 21<sup>st</sup> century is influenced by a few mega processes, namely, globalization, political change in the world order, and innovation/technology. The role of leaders in today's organizations has changed and the success of any organization relies on the leadership styles practiced by the leaders. According to Mintzberg true leaders engage others with their consideration and modesty because they involve themselves in what they are actually doing not for individual gains.

Leadership skills and practices which are effective in one country may be useless in another due to differences in cultural beliefs and values. The Globalization era has created challenges for a leader from different country with their own values & cultures to lead in a different place. Recorded in 2017 there were more than 1,750 Japanese companies in Indonesia with business activities in manufacturing,





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infrastructure, and services. In other words, Indonesian employees in Japanese Company in Indonesia being led by expatriate from Japan.

This cross-cultural leadership is a complex, changing, uncertain, and ambiguous global environment escalates challenges to global leaders. Abbe et al., defines cross-cultural leadership as a psychological attempt for understanding how different people from distinct cultures interact efficiently and effectively with each other. It brings an insight of understanding leaders who have their business operations on a global platform. Economic developments in the ASEAN region have been so remarkable today that it has led to the area becoming an important economical region for Japan. For Indonesia it is the first time in 21 years that it forms the preferred choice of overseas investments for Japanese companies, thus replacing China. In 2013, Japan already dominates foreign direct investment in Indonesia. According to a survey of the Japan Bank for International Cooperation (JBIC), 44.9 percent of respondents assessed Indonesia as the most promising investment destination for the next three years. The respondents in this survey involved 500 Japanese companies that engage in international businesses.

Investors from Japan have controlled shares of 8 national banks in Indonesia based on “Otoritas Jasa Keuangan” (OJK). Professor of the Faculty of Economics, Universitas Hasanuddin said, the increasing interest of Japanese financial companies in Indonesia was quite massive. The potential of financial industry in Indonesia is still high, the prospect of profit margins in Indonesia is very large. The average of net interest margin (NIM) of banks in Indonesia is around 7% -8%. Whereas in Japan it is only under 1% and sometimes even 0%. So they will look for a large credit market with a large profit as well. Foreign investment from Japan in Indonesia is the second highest after Singapore, which amounted to 4,276 projects in 2018. The number of Foreign Workers (TKA) in Indonesia according to IMTA, until the end of 2017 reached 85,974 workers. The number of Japanese expatriates in Indonesia is one of the largest in Indonesia, China occupies the first position, then Japan in second place. IMTA data shows that workers from Japan in 2017 reached 13,540 workers or around 16.8 percent of the total number of registered expatriates in Indonesia.

**Conclusion.** Leadership training must focus on rising Employee Engagement among Indonesian employees for achieving utmost results and benefits. Although, research objectives have been achieved but still in future after integrating more relevant variables associated to employee performance and results assessment regarding Employee engagement on overall workers performance and performance of the organization can further explain the association. this study should be of value to human resource practitioners interested in improving the level of employee engagement and employee performance among culturally diverse work groups.





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